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MANAGEMENT COMPENSATION STUDY

for
Independent
Supermarkets



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1980/1981

MANAGEMENT COMPENSATION SURVEY FOR INDEPENDENT SUPERMARKETS

Prepared for
FOOD MARKETING INSTITUTE

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MANAGEMENT COMPENSATION SURVEY FOR INDEPENDENT SUPERMARKETS

TABLE OF CONTENTS

	PAGE(S)
INTRODUCTION	1
PARTICIPANTS' PROFILE	2 - 4
LIST OF PARTICIPATING COMPANIES	5
COMPANY/OWNERSHIP	
• Ownership Structure	7
• Management Participation	8
• Percent of Stock Owned by Key Executives	9
• Founder/Owner Profile	10
• Years of Operation	11
MANAGEMENT BONUS PLANS AND BENEFITS	12 - 13
SURVEY POSITION DESCRIPTIONS	15
TYPICAL TITLES FOR SECOND AND THIRD HIGHEST PAID EXECUTIVES	16 - 17
FUNCTIONAL AREA RESPONSIBILITIES - SECOND AND THIRD HIGHEST PAID EXECUTIVES	18 - 19
ANALYTICAL APPROACH	
• How to Use the Tabular and Trend Line Displays	20 - 24
• Geographic Analysis	25
PAY LEVELS FOR SURVEY POSITIONS	
• National	27 - 37
• Regional	39 - 93

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INTRODUCTION

This report includes an analysis of pay levels for five representative positions in food retail management in independent retail supermarkets. Data for positions designated "Second Highest Paid Executives" and "Third Highest Paid Executives" were collected in preference to data for specifically titled jobs. Based on the variation in management structures, it is believed that this approach yields the most meaningful results. To supplement the data for the second and third highest paid executives, an analysis of titles and functional responsibilities for these positions is also presented. In addition, an analysis of stock ownership practices is included which summarizes ownership structure and management participation in stock ownership plans. This year's survey includes a review of the prevalence of management bonus plans and the prevalence of executive benefits and perquisites.

The pay levels for the store managers and the meat managers are presented in conjunction with information about their work schedules and pay practices.

A total of 104 companies participated in the survey. A list of participants can be found on page 5. Compensation data is effective March 31, 1981.

The compensation data gathered in this study is readily accessible through data processing resources to participating companies if further analysis of the data is desired. Custom designed reports and analysis can be provided upon request. All such requests, or questions about this year's survey, should be directed to:

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PARTICIPANTS' PROFILE

The following exhibits show the distribution of the 104 participating companies by company sales and by number of stores:

DISTRIBUTION OF PARTICIPANTS BY COMPANY SALES	
Company Sales	Percent of Participants
\$40 Million and Above	14.6%
30 - \$39.9 Million	5.8
20 - 29.9 Million	6.8
10 - 19.9 Million	26.2
5 - 9.9 Million	12.6
1 - 4.9 Million	34.0

DISTRIBUTION OF PARTICIPANTS BY NUMBER OF STORES	
Number of Stores	Percent of Participants
10 - 20	4.8%
7 - 9	9.6
6	10.6
5	7.7
4	9.6
3	9.6
2	12.5
1	35.6

The following exhibit shows the distribution of participants by geographic location. An explanation of the geographic areas appears on page 25.

DISTRIBUTION OF PARTICIPANTS BY GEOGRAPHIC AREA	
Geographic Area	Percent of Participants
Midwest	34.0%
Northeast	20.4
South	22.3
West	16.5
California	6.8

PAYROLL AND STAFF SIZE

An analysis of the participating companies shows that the number of full-time employees roughly doubles as company sales doubles.

Similarly, total payroll roughly doubles as company sales doubles. In addition, total payroll typically represents approximately 10 percent of total sales.

The following table shows the range of full-time employees and payroll for various company sales groups:

PAYROLL AND STAFF SIZE				
Company Sales	Number of Full-Time Employees		Total Payroll (\$Millions)	
	Lowest	Highest	Lowest	Highest
\$40 Million and Above	119	452	\$2.5	\$10.0
30 - \$39.9 Million	118	250	2.6	4.6
20 - 29.9 Million	76	150	1.3	3.0
10 - 19.9 Million	24	140	0.7	2.5
5 - 9.9 Million	25	65	0.4	1.6
1 - 4.9 Million	5	37	0.1	3.0

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LIST OF PARTICIPANTS

A.F.L.R. Corporation
Acme Markets
Adams Super Markets Corporation
Alans Market
Alhambra Food Company
All Foods Inc.
Allport Supermarkets Inc.
Atkinson Market
B & L Supermarket
Babaians Supermarkets Inc.
Beighle Brothers, Inc.
Beit Brothers Super Markets
Big Save, Inc.
Brodbeck Enterprises, Inc.
Brooks Food Center, Inc.
Cannata's Food World
Chief Super Market, Inc.
Chucks Super Market
Churchill's Super Market Inc.
Clark's Finer Food, Inc.
Clark's IGA
Ciemen's Super Market, Inc.
Coborn's Inc.
College Market
Colorado Soupers Food Stores
Consumers Cooperative Association
Cost Cutter Stores, Inc.
Covington Foods, Inc.
Creekmore's Food Center Inc.
Crook's Food Mart
Dan's Foods, Inc.
Day's Market, Inc.
Der Market Food Store
Dibble's Food Stores, Inc.
Dillman's Inc.

Don's Supermarket, Inc.
Dublin Cardinal Food Gallery
El Rancho Markets, Inc.
Excelsior Panbro T/A Foodtown
Fairway Stores, Inc.
Flag Industries, Inc.
Flotken's Market
Food Basket, Inc.
Food Ranch, Inc.
G & L Distributors
Gerrard's Foods Inc.
Gibson Discount Center
Glen's Markets, Inc.
Greenbelt Cooperative Inc.
Grosvenor House of Fine Foods, Inc.
Harold's Market
Harvest Supermarkets, Inc.
E. M. Heath, Inc.
Hillman's Inc.
Holcomb's Sentry Market
Hyde Park Cooperative Society
Jones Super Market
La Bonnes Market
Lewis & Coker Super Markets, Inc.
Lukhard's Markets, Inc.
Lynn's Inc.
Lyon Stores, Inc.
Macey's Inc.
The Market Place
Massey Stores, Inc.
Mike's Shop-Rite Market
Mock Road Supermarket, Inc.
Moody's Market, Inc.
Mr. Ed's IGA
Mr. Grocer Stores

Nature's Food & Tool, Inc.
Nolting's Foods, Inc.
North Versailles - Shop N Save
Oakmont Foodland, Inc.
Olsens Market Place Stores
B & L Olson, Inc.
Olson's Foods Inc.
Pyron's Inc.
Quillin's Inc.
Ralph's Market Inc.
Rick's Food Stores, Inc.
Ronetco Supermarket, Inc.
Russell Supermarkets, Inc.
Schmidt Super Markets, Inc.
Scotts Corner Market, Inc.
Scurlocks, Inc.
Seessel's, Inc.
Shelton's Farm Market
Shop N Save Markets, Inc.
Shop N Save Supermarket
Shop Rite Enterprises Inc.
Silda Enterprises Inc.
Sinclair Food Markets, Inc.
Smith's Complete Market
Soucy's Economat, Inc.
Superior Food Market
Supermarkets of New Mexico
Ted's & Fred's Inc.
Tradewell Stores, Inc.
Village IGA Foodliner
Village Market, Inc.
Wade Square Super Market
Wally's Inc.
Wray's, Inc.

PREVALENCE OF COMPANY STOCK OWNERSHIP AMONG KEY EXECUTIVES

OWNERSHIP STRUCTURE

Eighty-nine percent of the participating companies report that they are privately held. The remaining companies are organized under alternate ownership structures. The distribution is shown below:

TYPES OF OWNERSHIP STRUCTURES AMONG SURVEY PARTICIPANTS		
<u>OWNERSHIP STRUCTURE</u>	<u>CHARACTERISTICS</u>	<u>PERCENT OF COMPANIES</u>
PRIVATELY HELD	No provision for trading on the open market; all stock is held by individuals closely related to the business.	89%
PROPRIETORSHIP	Single Owner	3
PARTNERSHIP	Multiple Owners	4
PUBLICLY OWNED	All or some of the stock is publicly traded over-the-counter or on one of the exchanges.	2
CO-OPERATIVE	Owned and managed by consumer-customers	2

MANAGEMENT PARTICIPATION

Participation in stock ownership of the business by key executives is practiced by 49 percent of the companies issuing stock. Direct voting membership (actual stock certificates held by executive) is overwhelmingly preferred to phantom ownership (no stock certificate held by executive; value paid at future date is dependent on increase in stock price) by a ratio of over 20 to 1.

Among the executives reported to be eligible to participate in the ownership plans, President and Vice President were most frequently mentioned. Details on eligibility appear below:

KEY EXECUTIVES ELIGIBLE TO PARTICIPATE IN STOCK OWNERSHIP	
TITLE	PERCENT OF COMPANIES IN WHICH ELIGIBLE
President	92%
Vice President	77
Secretary - Treasurer	61
Chairman of the Board	37
Director	22
General Manager	22
Store Manager	18
Controller	16
Department Manager	14
Store Supervisor	10

PERCENT OF STOCK OWNED BY KEY EXECUTIVES

Over three quarters of the companies with stock ownership plans report that key executives own at least half of the company stock. Below is a breakdown of the amount of stock owned:

PERCENT OF STOCK OWNED BY KEY EXECUTIVES	
<u>PERCENT OF STOCK OWNED</u>	<u>PERCENT OF COMPANIES</u>
Less than 5%	7.7%
5% - 14%	7.7
15% - 24%	-
25% - 49%	7.7
50% or Greater	76.9

FOUNDER/OWNER PROFILE

Eighty percent of the participating companies are actively managed by the founder/owner, who is typically around 50 years of age (the oldest reported active founder/owner being 83 and the youngest being 27). The following table shows the distribution of founder/owners by age:

AGES OF ACTIVE FOUNDER/OWNERS		
AGE OF ACTIVE FOUNDER/OWNER	% OF COMPANIES WITH ACTIVE FOUNDER/OWNER	AVERAGE AGE
Under 30	1%	27
30 - 39	16	36
40 - 49	31	44
50 - 59	32	54
60 - 69	15	63
Over 70	3	79
No Age Reported	2	

YEARS OF OPERATION

The typical company has been in operation around 26 years, with the oldest company operating for 123 years. The table below shows the distribution of years in operation.

YEARS IN OPERATION		
<u>YEARS</u>	<u>% OF COMPANIES</u>	<u>AVERAGE YEARS IN OPERATION</u>
Under 10	22%	5
10 - 19	22	14
20 - 29	14	24
30 - 39	17	34
40 - 49	10	42
50 - 59	4	55
Over 60	7	70
Companies Not Reporting	4	

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MANAGEMENT BONUS PLANS AND BENEFITS

MANAGEMENT BONUS PLANS

Eighty-eight percent of the participating companies report having a management bonus or incentive plan. Forty-seven percent of the companies with plans provide a plan that is discretionary, forty-six percent of the companies with plans have a formula-based incentive plan, and seven percent use a combination of both methods.

MANAGEMENT BENEFITS

Many of the participating companies indicate that they offer members of management some kind of perquisite, the most prevalent being Total Medical Expenses. Included under "other" are food discounts, profit sharing, dental and prescription plans. Details of the prevalence of management benefits and perquisites for various company size groups follow:

PREVALENCE OF MANAGEMENT BENEFITS AND PERQUISITES					
TYPE OF PERQUISITE	% OF TOTAL COMPANIES REPORTING	1980 ANNUAL COMPANY SALES			
		\$20MM and Above	\$10MM to 19.9MM	\$5MM to 9.9MM	\$1MM to 4.9MM
Total Medical Expenses	76%	63%	89%	71%	86%
Company Car	68	93	89	50	43
Supplemental Executive Life Insurance Coverage	67	74	65	71	64
Supplemental Long-Term Disability Benefit	54	67	42	71	50
Supplemental Retirement Plan	45	33	50	71	39
Company-Paid Physicals	19	41	19	14	4
Low-Or-No Interest Company Loan	13	19	12	14	11
Country Club Membership	12	11	19	14	4
Luncheon/Dinner Club Membership	9	15	4	21	4
Other	9	22	4	-	7

The companies offering Supplemental Executive Life Insurance Coverage reported the amount of additional coverage as a multiple of salary as follows:

<u>PERCENT OF SALARY</u>	<u>PERCENT OF COMPANIES REPORTING</u>
Less than 50%	11.6%
50	4.7
100	18.6
150	7.0
200	18.6
250	2.3
300	11.6
Greater than 300	9.3
Other or Flat Amount	<u>16.3</u>
	100.0%

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SURVEY POSITION DESCRIPTIONS

SURVEY POSITION #1: CHIEF EXECUTIVE OFFICER

Accountable for the management of the company's total business performance. Provides overall leadership and direction to the development of policies and objectives, and assures effectuation of policies throughout the company. Reviews the operational and financial progress of the company to assure achievement of goals and objectives. Provides general direction to merchandising, store operations and staff activities. Makes decisions of major importance on matters where the interest or objective of more than one store is involved. Assures that efficient organizational practices, including adequate manpower forecasting and planning, are followed throughout the company. Assures capable management succession by proper recruitment and development. Conducts strategic planning that assures targets are determined for continued growth and profitability. Reviews and approves salaries, personnel appointments, retirements, etc., for officers and managers. Responsible for establishing and maintaining relations with stockholders, the financial community, government agencies, suppliers and customers.

SURVEY POSITION #2: SECOND HIGHEST PAID EXECUTIVE

See pages 16 and 18 for information about typical titles and functional area responsibilities.

SURVEY POSITION #3: THIRD HIGHEST PAID EXECUTIVE

See pages 17 and 19 for information about typical titles and functional area responsibilities.

SURVEY POSITION #4: STORE MANAGER

Responsible for managing the entire activity of an individual retail food store. Insures profitable operations of all departments in the store. Implements company merchandising and inventory programs. Schedules work loads, hires and trains store personnel, and resolves all store personnel problems.

SURVEY POSITION #5: MEAT DEPARTMENT MANAGER

Directs and controls the operation of the store's meat department. Supervises department personnel. Participates in determining quality and quantities of merchandise. Orders merchandise and supplies. Receives and displays stock.

TYPICAL TITLES FOR SECOND AND THIRD HIGHEST PAID EXECUTIVES

SECOND HIGHEST PAID EXECUTIVE

The second highest paid executive is typically a Vice President or an officer of the company. Company position titles are as follows:

TYPICAL TITLES FOR SECOND HIGHEST PAID EXECUTIVE	
TITLE	PERCENT OF COMPANIES REPORTING TITLE
Vice President	40%
General Manager	7
Secretary - Treasurer	7
Controller	6
Treasurer	5
Store Manager/Supervisor	5
Assistant Manager	5
Office/Finance Manager	5
Secretary	3
Operations Manager	3
President	3
Other	10

THIRD HIGHEST PAID EXECUTIVE

The position titles reported for the third highest paid executive vary widely among the participants. Participants reported titles as follows:

TYPICAL TITLES FOR THIRD HIGHEST PAID EXECUTIVES	
TITLE	PERCENT OF COMPANIES REPORTING TITLE
Department/Store Supervisor	23%
Vice President	19
Operations Manager	13
Controller	8
Secretary - Treasurer	6
General Manager	6
Buyer/Merchandiser	6
Treasurer	4
Secretary	2
Other	13

FUNCTIONAL AREA RESPONSIBILITIES – SECOND AND THIRD HIGHEST PAID EXECUTIVES

SECOND HIGHEST PAID EXECUTIVE

The second highest paid executive typically is responsible and accountable for an average of four functional areas. A breakdown of the functional areas appears below:

FUNCTIONAL AREA RESPONSIBILITIES – SECOND HIGHEST PAID EXECUTIVE	
FUNCTIONAL AREA	PERCENT OF EXECUTIVES RESPONSIBLE FOR AREA
Merchandising/Procurement	55%
Store Supervision	46
Personnel/Labor Relations	45
Accounting/Finance	44
Advertising/Promotion	41
Insurance	35
Treasury/Cash Management	32
Data Processing	32
Training	30
Real Estate	20
Security	20
Store Construction/Maintenance & Engineering	20
Other	3

Some functional areas tend to appear together in companies reporting several areas for an incumbent. Generally, executives responsible for Store Supervision are also responsible for Merchandising/Procurement, Training and Personnel/Labor Relations. Incumbents responsible for Treasury/Cash Management and/or Data Processing also tend to be responsible for the Accounting/Finance and Insurance functions.

THIRD HIGHEST PAID EXECUTIVE

The third highest paid executive typically has responsibility and accountability for an average of 3 functional areas. A breakdown of the functional areas follows:

FUNCTIONAL AREA RESPONSIBILITIES -- THIRD HIGHEST PAID EXECUTIVE	
FUNCTIONAL AREA	PERCENT OF EXECUTIVES RESPONSIBLE FOR AREA
Merchandising/Procurement	57%
Store Supervision	49
Advertising/Promotion	30
Personnel/Labor Relations	26
Accounting/Finance	23
Training	23
Treasury/Cash Management	21
Insurance	15
Security	13
Data Processing	9
Real Estate	9
Store Construction/Maintenance & Engineering	8
Other	8

Functional areas tend to be grouped together in much the same pattern as the second highest paid executive.

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ANALYTICAL APPROACH

National survey data for each position are reported in the form of tabular exhibits and trend lines. Both types of displays complement one another and, when used together, provide a comprehensive analysis of market pay levels.

Tabular exhibits are shown for each geographic region where there were sufficient data for analysis.

TABULAR EXHIBITS

The tabular exhibits display salary, bonus and total compensation reported by each company for the position. Data are grouped in appropriate scope ranges, thus allowing for comparison with companies of similar size. In order to maintain the confidentiality of the participants, data within each scope category are arranged in descending order based solely on salary and not in relation to the scope of the participant. In cases where reporting a company's compensation data would likely identify that particular company, the data are not shown.

Averages weighted by the number of participants are presented for each scope category, as well as for the total position.

Each exhibit shows the following elements:

- Scope: A relevant measure of position responsibility (i.e., company sales, meat sales, etc.).
- Bonus Companies' Salary, Bonus and Total Compensation: The annual salary rate in effect as of *March 31, 1981*, bonus paid in 1981 (based on 1980 performance) and total compensation (base salary plus bonus). Incumbents eligible for bonuses were included in the "bonus companies" group even when a bonus was not awarded in 1981.

- Nonbonus Companies' Salary: The incumbent's annual salary rate in effect as of *March 31, 1981*.
- Work Schedule/Pay Practices: The work schedule and additional pay practices are reported for Store Managers and Meat Managers (Survey Positions 4 and 5) according to the following codes:

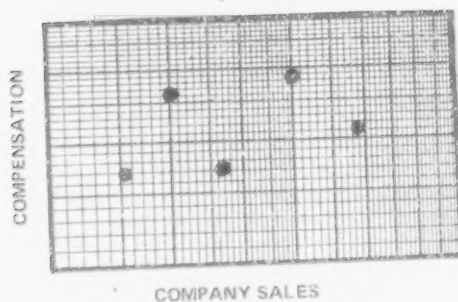
— #DYS	=	Average number of days worked per week (excluding Sunday).
— #NTS	=	Average number of nights worked per week.
— #HRS	=	Average total hours worked per week (excluding Sunday).
— #SUN	=	Average number of Sundays worked per year.
— SUN/HOL PAY	=	Sunday and Holiday pay policy code A-F (or per day dollar amount).

- A. No additional compensation — compensatory time off.
- B. No additional compensation — open Sundays.
- C. Not applicable — closed Sundays/Holidays.
- D. Straight time pay.
- E. Time and one-half (1.5 X) pay.
- F. Double time (2 X) pay.

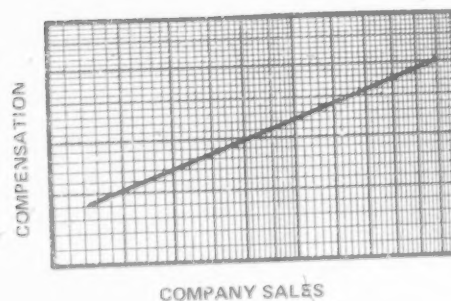
TREND LINES

The trend line provides a relative or average measure of the relationship between size (scope measure) and compensation. (1)
Trend lines are developed by computing a regression equation for the size and compensation variables.

If actual pay rates are plotted as points on a graph, in relation to company sales, the resulting scattergram may look like the following:



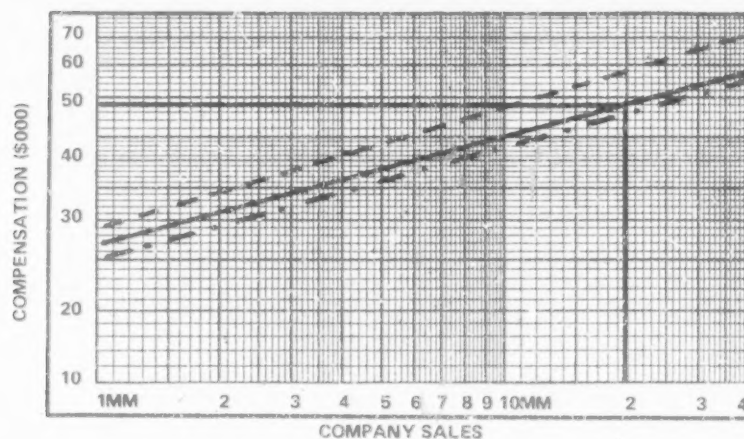
The regression equation is used to draw the "line of best fit" (i.e., that straight line which will minimize the squared distance between each point and the trend line).



All data have been transformed to the logarithmic scale because it more accurately shows the relationship between compensation and scope.

(1) Relevant scope measures are annual company sales, weekly store sales, and weekly meat sales.

The following example illustrates the way trend lines are presented in this report.



LEGEND		
Company Type/Trend Line	Coefficient of Determination	Standard Error
Bonus Salary	———	
Bonus T.C.	-----	
Nonbonus Salary		

The trend line is read by finding the relevant sales volume on the horizontal axis and the corresponding compensation figure on the vertical axis. In the above example, company sales of \$20MM relates to an average base salary of \$48,000 for bonus-paying companies.

The trend line exhibits also provide two statistical measures — the coefficient of determination and the standard error. These statistics explain the impact of the scope measure as a predictor of compensation.

The following charts are guides in reading the trend lines

GUIDE TO DETERMINING USEFULNESS OF TREND LINE ANALYSIS

COEFFICIENT OF DETERMINATION measures the variation in compensation that is explained by the scope.

If COEFFICIENT OF DETERMINATION is:	The Percent of Variation in Compensation Which is Explained by Scope is:
.90 - 1.00	90 - 100%
.80 - .89	80 - 89
.70 - .79	70 - 79
.60 - .69	60 - 69
.50 - .59	50 - 59
.40 - .49	40 - 49
.30 - .39	30 - 39
.20 - .29	20 - 29
.10 - .19	10 - 19

STANDARD ERROR measures the scatter or dispersion of points about the trend line.

If STANDARD ERROR is:	Most of the Data Falls Within $\pm$ This Percent About the Line:
1.00 - 1.10	0 - 10%
1.11 - 1.20	11 - 20
1.21 - 1.30	21 - 30
1.31 - 1.40	31 - 40
1.41 - 1.50	41 - 50
1.51 - 1.60	51 - 60
1.61 - 1.70	61 - 70
1.71 - 1.80	71 - 80
1.81 - 1.90	81 - 90

COEFFICIENT OF DETERMINATION	STANDARD ERROR			
	1.0 - 1.2	1.2 - 1.4	1.4 - 1.6	1.6 and Above
.64 - 1.00	EXCELLENT: Use with confidence.	VERY GOOD: Use with confidence.	GOOD: Use with caution since there is a high degree of variability about the line.	NOT GOOD: Too much variability about the line.
.36 - .64	VERY GOOD: Use with confidence.	GOOD: Use with confidence.	ACCEPTABLE: Use with caution since there is a high degree of variability about the line.	NOT GOOD: Too much variability about the line.
.16 - .36	GOOD: Use with confidence. Points are clustered about the line but scope is not a predictor of compensation level.	GOOD: Use with caution, since scope only partially predicts compensation level and there is moderate degree of variability about the line.	NOT GOOD: Scope only partially predicts compensation levels and there is a high degree of variability about the line.	NOT GOOD: Too much variability about the line.

GEOGRAPHIC ANALYSIS

Responses to the five survey positions were also tabulated by geographic location. Trend line exhibits are provided for the following geographic areas:

- REGION 1: MIDWEST – Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota,
Missouri, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin
- REGION 2: NORTHEAST – Connecticut, Maine, Massachusetts, New Hampshire,
New Jersey, New York, Pennsylvania, Rhode Island, Vermont
- REGION 3: SOUTH – Alabama, Arkansas, Delaware, District of Columbia, Florida,
Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina,
Oklahoma, South Carolina, Tennessee, Texas, Virginia, West Virginia
- REGION 4: WEST – Arizona, Colorado, Idaho, Montana, Nevada, New Mexico,
Oregon, Utah, Washington, Wyoming
- REGION 5: California

NATIONAL ANALYSIS

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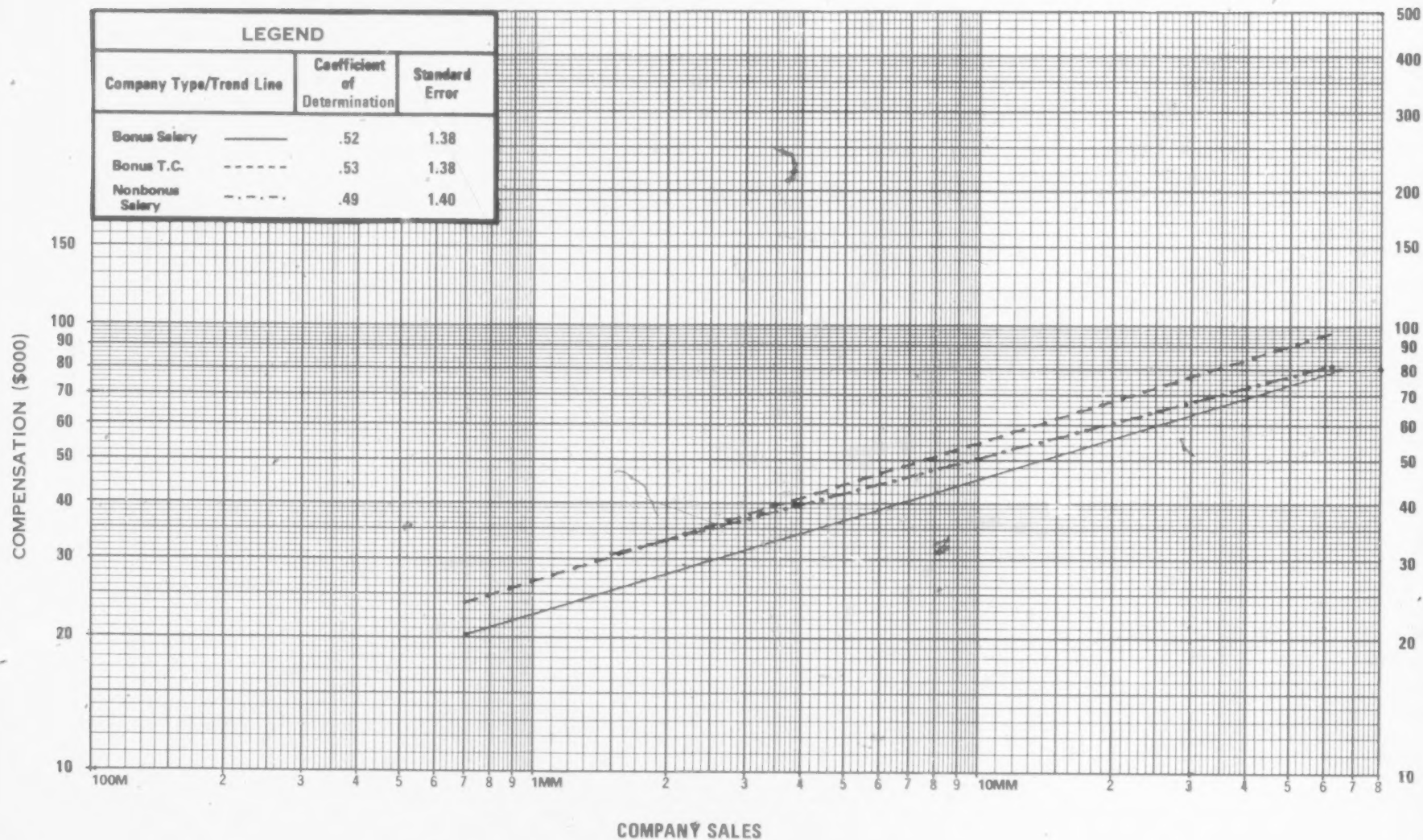
NATIONAL SUMMARY

SURVEY POSITION #1: CHIEF EXECUTIVE OFFICER

SCOPE COMPANY SALES (\$MIL)		BONUS COMPANIES			NONBONUS COMPANIES SALARY*	NUMBER OF INCUMBENTS
Range	Weighted Group Average	Salary	Bonus	Total Compensation		
\$40.0 and Above	\$51.8	\$79.9	\$20.1	\$100.0	\$74.3	15
39.9 to 25.0	31.2	63.2	15.1	78.3	--	8
24.9 to 15.0	19.4	58.5	15.4	73.9	70.0	14
14.9 to 10.0	12.0	55.0	9.5	64.5	53.9	18
9.9 to 5.0	7.3	47.2	13.7	60.9	94.3	13
4.9 and Below	3.2	36.2	7.4	43.6	38.5	30
POSITION AVERAGE	\$17.4	\$53.4	\$12.5	\$ 65.9	\$58.6	99

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MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



SURVEY POSITION #1 - CHIEF EXECUTIVE OFFICER

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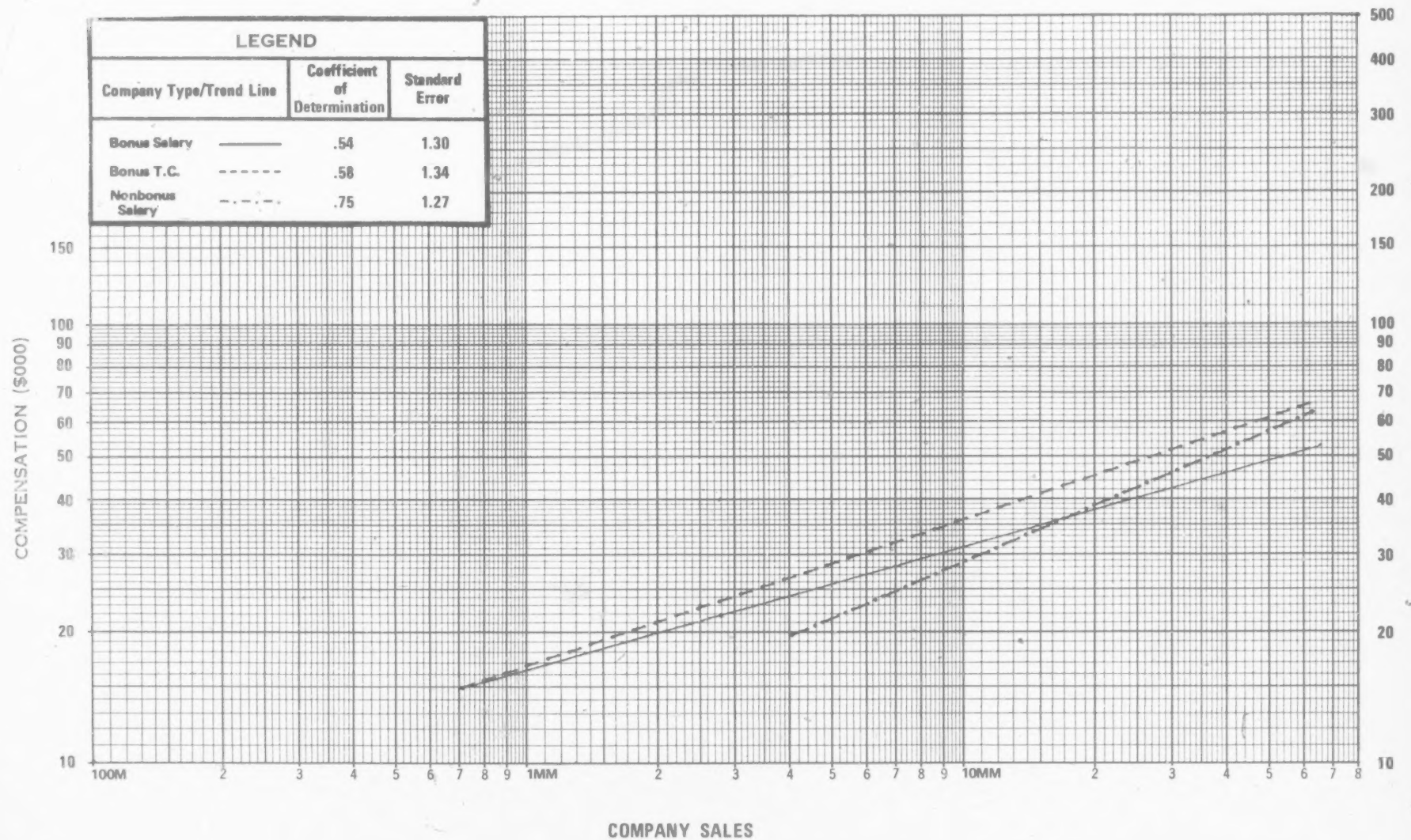
NATIONAL SUMMARY

SURVEY POSITION #2: SECOND HIGHEST PAID EXECUTIVE

SCOPE COMPANY SALES (\$MIL)		BONUS COMPANIES			NONBONUS COMPANIES SALARY	NUMBER OF INCUMBENTS
Range	Weighted Group Average	Salary	Bonus	Total Compensation		
\$40.0 and Above	\$51.8	\$54.4	\$13.3	\$67.7	\$66.5	15
39.9 to 25.0	31.2	45.5	13.8	59.3	--	8
24.9 to 15.0	19.8	46.1	12.0	58.1	32.0	11
14.9 to 10.0	12.0	36.3	6.5	42.8	28.7	17
9.9 to 5.0	7.5	29.2	11.3	40.5	57.2	12
4.9 and Below	3.4	25.2	1.6	26.8	24.3	13
POSITION AVERAGE	\$20.8	\$39.3	\$ 9.5	\$48.8	\$38.9	76

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SURVEY POSITION #2 - SECOND HIGHEST PAID EXECUTIVE

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1981 MANAGEMENT COMPENSATION SURVEY FOR INDEPENDENT SUPERMARKETS

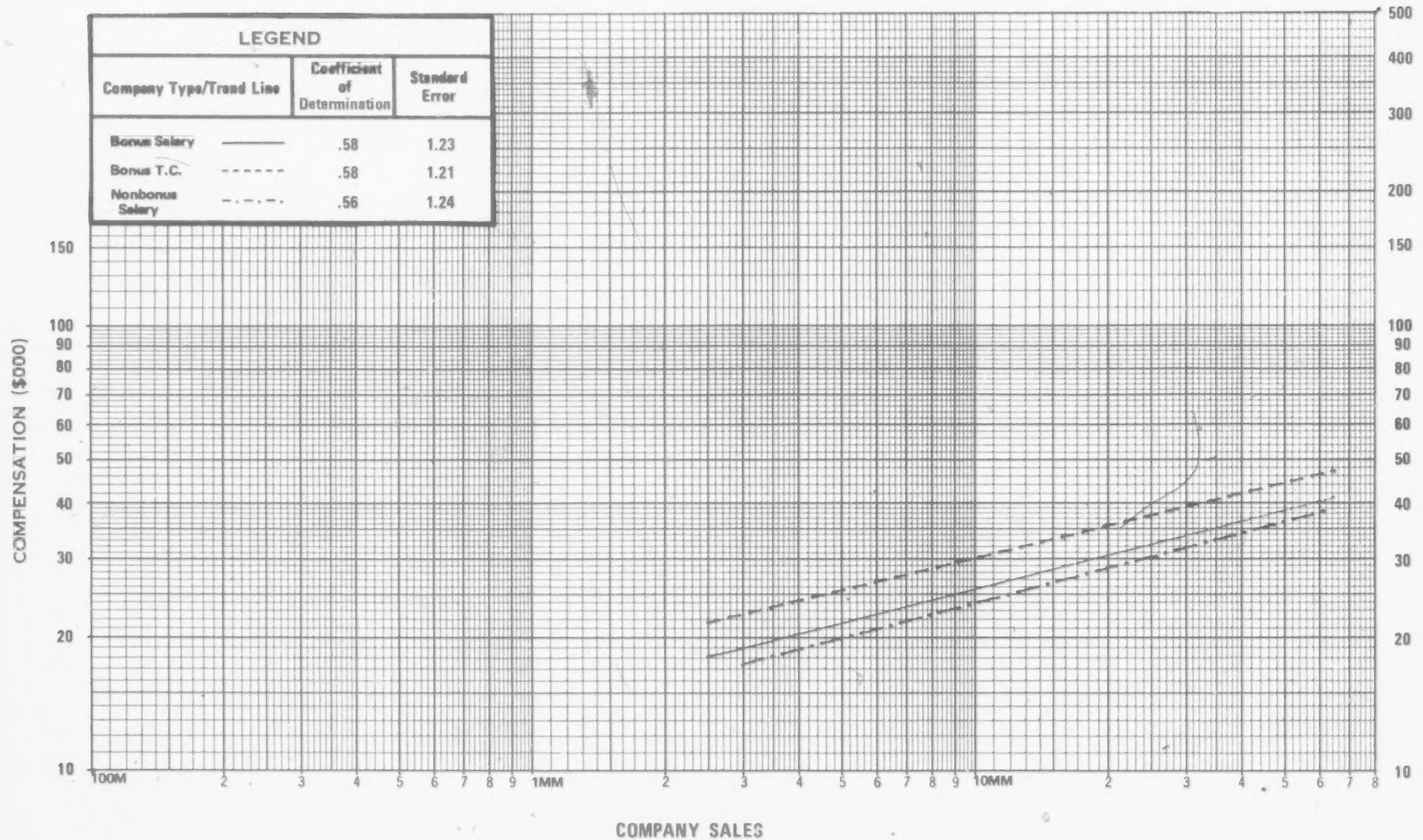
NATIONAL SUMMARY

SURVEY POSITION #3: THIRD HIGHEST PAID EXECUTIVE

SCOPE COMPANY SALES (\$MIL)		BONUS COMPANIES			NONBONUS COMPANIES SALARY	NUMBER OF INCUMBENTS
Range	Weighted Group Average	Salary	Bonus	Total Compensation		
\$40.0 and Above	\$51.8	\$41.5	\$ 7.0	\$48.5	\$37.5	15
39.9 to 25.0	30.9	41.5	9.4	50.9	35.0	7
24.9 to 15.0	20.3	36.4	13.5	49.9	26.9	9
14.9 to 10.0	12.0	27.8	3.7	31.5	25.7	12
9.9 to 5.0	8.0	25.8	11.1	36.9	28.2	6
4.9 and Below	3.8	20.8	2.0	22.8	14.1	7
POSITION AVERAGE	\$24.9	\$33.6	\$ 7.2	\$40.8	\$28.4	56

Food Marketing Institute

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



SURVEY POSITION #3 - THIRD HIGHEST PAID EXECUTIVE

Food Marketing Institute

1981 MANAGEMENT COMPENSATION SURVEY FOR INDEPENDENT SUPERMARKETS

NATIONAL SUMMARY

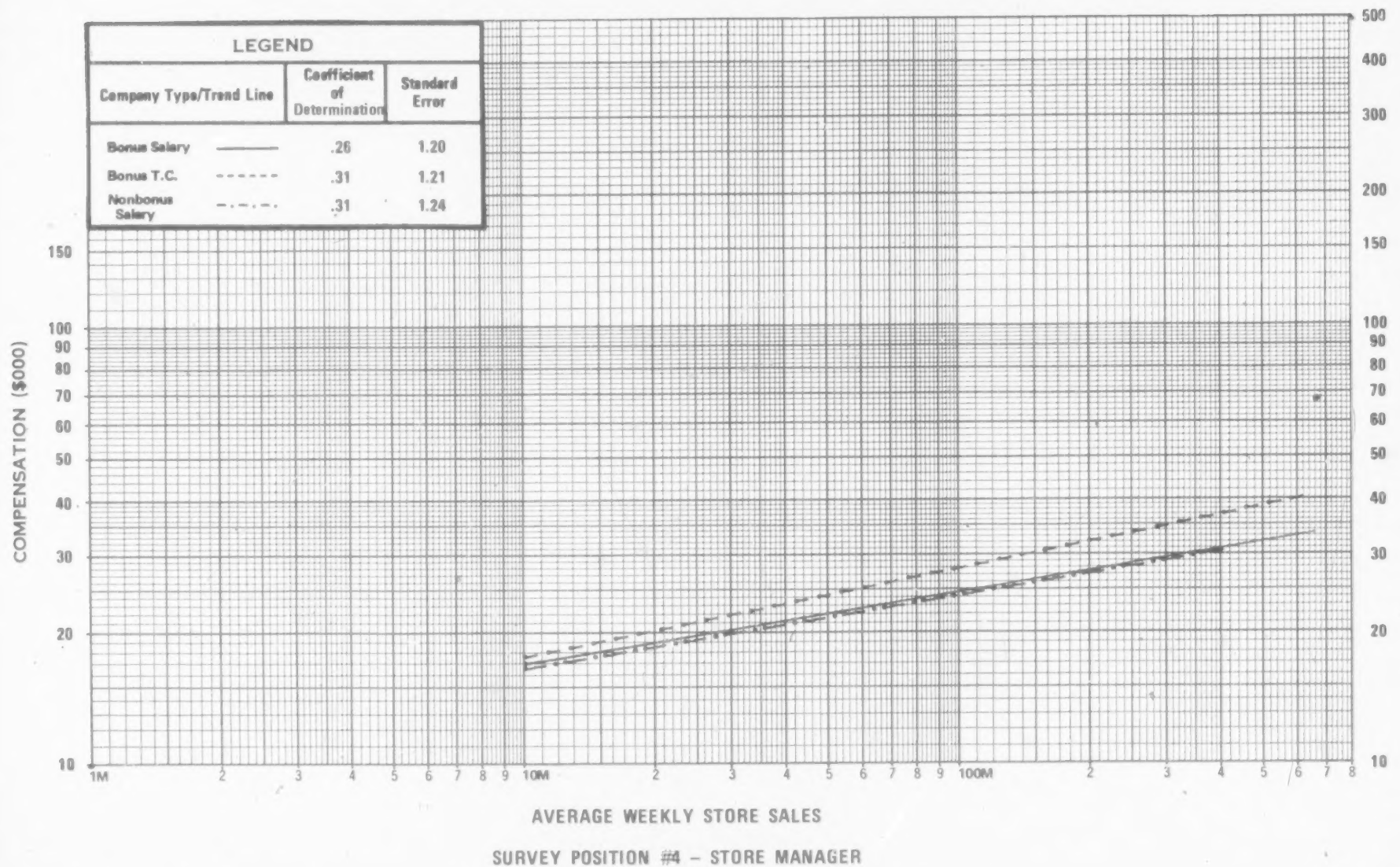
SURVEY POSITION #4: STORE MANAGER

SCOPE AVERAGE WEEKLY STORE SALES (\$THOU)		BONUS COMPANIES				NONBONUS COMPANIES SALARY	NUMBER OF INCUMBENTS	NUMBER OF COMPANIES
Range	Weighted Group Average	Salary	Bonus	Total Compensation				
\$175.0 and Above	\$254.8	\$26.0	\$ 5.0	\$31.0		\$29.5	32	20
174.9 to 150.0	156.3	25.7	3.8	29.5		--	16	15
149.9 to 125.0	135.7	26.9	3.7	30.6		25.3	24	16
124.9 to 110.0	114.2	25.9	3.3	29.2		24.3	18	14
109.9 to 100.0	102.4	24.9	2.6	27.5		22.0	24	21
99.9 to 90.0	92.9	26.7	3.9	30.6		--	26	20
89.9 to 80.0	83.9	24.3	4.3	28.6		--	29	20
79.9 to 70.0	72.9	24.0	4.3	28.3		19.2	27	21
69.9 to 60.0	62.5	23.4	1.3	24.7		22.4	34	25
59.9 to 50.0	53.6	23.8	2.3	26.1		19.5	37	28
49.9 to 40.0	43.4	21.7	1.3	23.0		26.1	24	17
39.9 to 30.0	33.7	22.8	1.8	24.6		*	13	12
29.9 to 20.0	22.2	16.6	1.3	17.9		*	16	10
19.9 and Below	14.3	17.0	1.5	18.5		*	11	8
POSITION AVERAGE	\$ 94.7	\$24.0	\$ 3.0	\$27.0		\$24.0	331	

*Insufficient data.

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MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



Food Marketing Institute

1981 MANAGEMENT COMPENSATION SURVEY FOR INDEPENDENT SUPERMARKETS

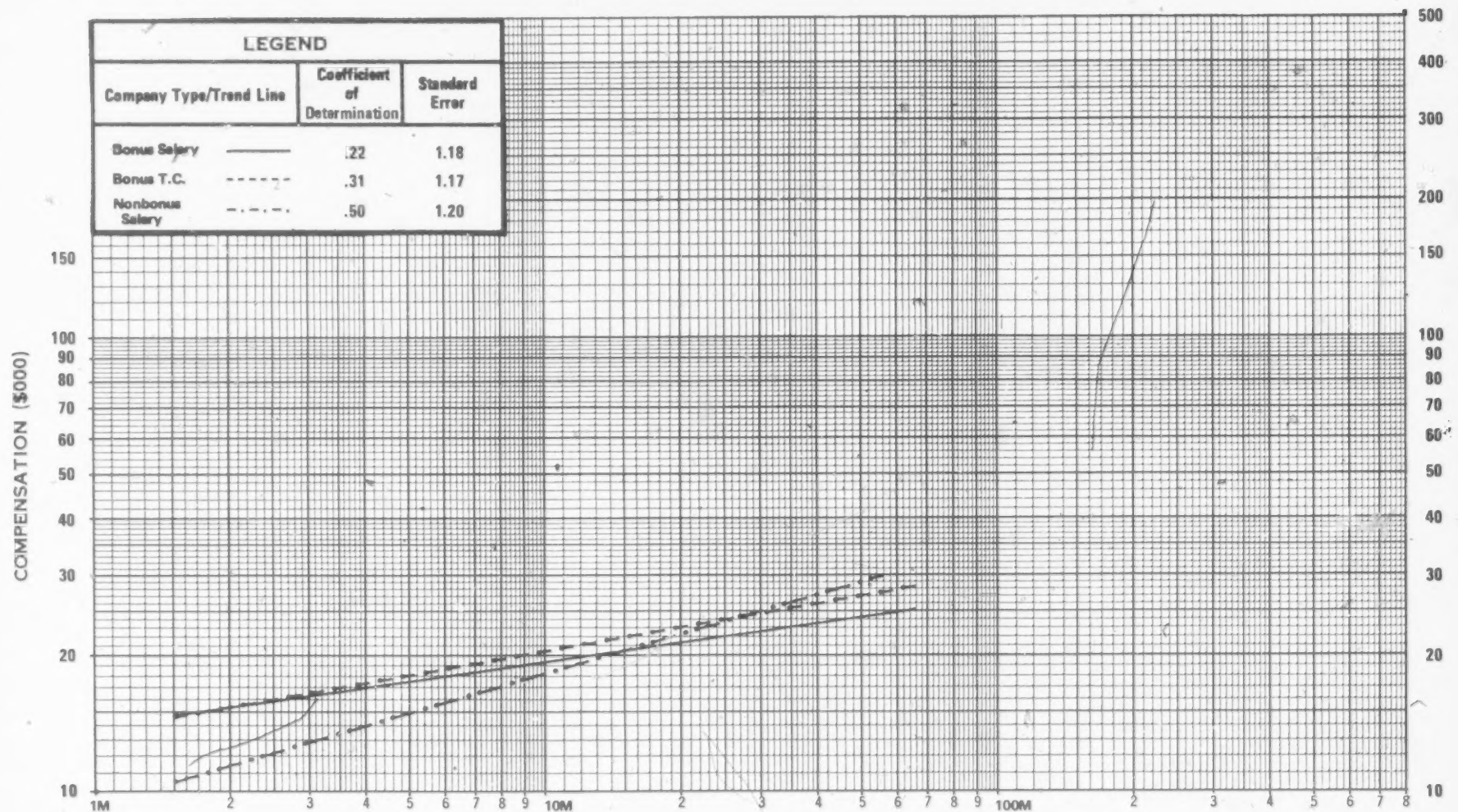
NATIONAL SUMMARY

SURVEY POSITION #5: MEAT DEPARTMENT MANAGER

SCOPE AVERAGE WEEKLY MEAT SALES (\$THOU)		BONUS COMPANIES			NONBONUS COMPANIES SALARY	NUMBER OF INCUMBENTS	NUMBER OF COMPANIES
Range	Weighted Group Average	Salary	Bonus	Total Compensation			
\$40.0 and Above	\$49.4	\$23.9	\$ 2.2	\$26.1	\$27.6	11	9
39.9 to 30.0	33.5	22.1	2.5	24.6	24.1	27	19
29.9 to 25.0	26.3	22.9	1.8	24.7	21.3	21	17
24.9 to 20.0	21.5	21.5	2.1	23.6	21.6	41	31
19.9 to 15.0	16.6	20.9	1.5	22.4	21.6	72	45
14.9 to 10.0	12.0	20.7	0.8	21.5	20.7	71	41
9.9 and Below	6.2	18.0	0.8	18.8	15.3	55	30
NO SCOPE REPORTED	--	22.0	2.1	24.0	--	2	1
POSITION AVERAGE	\$17.7	\$20.9	\$ 1.6	\$22.5	\$20.4	300	

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MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



SURVEY POSITION #5 - MEAT MANAGER

REGIONAL ANALYSIS

FOOD MARKETING INSTITUTE
SURVEY POSITION 1 - CHIEF EXECUTIVE OFFICER
REGION #1 - MIDWEST

SCOPE COMPANY SALES (\$MIL) -----	BONUS COMPANIES			NONBONUS COMPANIES SALARY -----
	SALARY -----	BONUS -----	TOTAL COMP -----	
\$10.0 AND ABOVE	\$100.0	\$ 50.0	\$150.0	
	91.5	0.0	91.5	
	78.0	20.0	98.0	
	78.0	26.0	104.0	
	67.0	0.0	67.0	
	60.0	11.0	71.0	*
	56.2	23.5	79.7	
	52.0	0.0	52.0	
	50.0	7.0	57.0	
	50.0	35.0	85.0	
	45.6	0.0	45.6	
	45.0	0.0	45.0	
	37.5	15.0	52.5	
	29.7	3.0	32.7	
	24.0	23.9	47.9	
\$ 26.1	WEIGHTED GROUP AVG: \$ 57.6	\$ 14.3	\$ 71.9	*

* DATA NOT SHOWN

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SURVEY POSITION 1 - CHIEF EXECUTIVE OFFICER

REGION #1 - MIDWEST

SCOPE COMPANY SALES (\$MIL)	BONUS COMPANIES			NONBONUS COMPANIES SALARY
	SALARY	BONUS	TOTAL COMP	
-----	-----	-----	-----	-----
\$9.9 AND BELOW	\$ 65.0	\$ 0.0	\$ 65.0	*
	59.8	3.0	62.8	
	58.0	25.0	83.0	
	52.0	11.0	63.0	
	50.0	10.0	60.0	
	39.0	0.0	39.0	
	36.0	1.2	37.2	
	32.2	8.0	40.2	
	31.2	20.0	51.2	
	30.0	0.0	30.0	
	28.6	0.0	28.6	
	26.5	10.0	36.5	
	23.8	0.0	23.8	
	21.0	0.0	21.0	
	-----	-----	-----	
\$ 4.4 WEIGHTED GROUP AVG:	\$ 39.5	\$ 6.3	\$ 45.8	*
-----	-----	-----	-----	-----
NO SCOPE REPORTED	\$ 35.0	\$ 20.0	\$ 55.0	
-----	-----	-----	-----	-----
\$ 15.6 POSITION AVERAGE:	\$ 48.4	\$ 10.8	\$ 59.2	*

* DATA NOT SHOWN

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SURVEY POSITION 2 - SECOND HIGHEST PAID EXECUTIVE

REGION #1 - MIDWEST

SCOPE COMPANY SALES (\$MIL)	BONUS COMPANIES			NONBONUS COMPANIES SALARY
	SALARY	BONUS	TOTAL COMP	
\$10.0 AND ABOVE	\$ 78.0	\$ 20.0	\$ 98.0	
	54.5	0.0	54.5	
	52.0	0.0	52.0	
	50.0	35.0	85.0	
	44.2	23.5	67.7	
	42.0	7.7	49.7	
	40.0	5.0	45.0	
	39.0	14.0	53.0	
	36.0	0.0	36.0	
	34.4	5.6	40.0	
	27.0	4.0	31.0	
	26.0	4.0	30.0	
	24.0	23.5	47.5	\$ 24.2
\$ 27.2	WEIGHTED GROUP AVG: \$ 42.1	\$ 10.9	\$ 53.0	\$ 24.2
\$9.9 AND BELOW	\$ 50.0	\$ 3.0	\$ 53.0	
	40.0	0.0	40.0	
	39.0	0.0	39.0	
	28.0	1.2	29.2	
	26.5	7.0	33.5	
	25.0	10.0	35.0	
	18.3	0.0	18.3	
\$ 5.5	WEIGHTED GROUP AVG: \$ 32.4	\$ 3.0	\$ 35.4	
\$ 20.0	POSITION AVERAGE: \$ 38.7	\$ 8.2	\$ 46.9	\$ 24.2

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SURVEY POSITION 3 - THIRD HIGHEST PAID EXECUTIVE

REGION #1 - MIDWEST

SCOPE COMPANY SALES (\$MIL)	BONUS COMPANIES			NONBONUS COMPANIES SALARY
	SALARY	BONUS	TOTAL COMP	
----- \$10.0 AND ABOVE	\$ 49.3	\$ 0.0	\$ 49.3	
	42.0	7.7	49.7	
	40.0	35.0	75.0	
	36.4	12.0	48.4	
	34.3	5.0	39.3	
	33.8	14.0	47.8	
	30.0	10.0	40.0	
	30.0	0.0	30.0	
	26.0	3.5	29.5	
				\$ 24.7
				23.4
\$ 30.9	WEIGHTED GROUP AVG: \$ 35.8	\$ 9.6	\$ 45.4	\$ 24.1
----- \$9.9 AND BELOW	\$ 35.0	\$ 0.0	\$ 35.0	
	30.5	10.5	41.0	
	26.5	7.0	33.5	
	23.4	0.0	23.4	
	20.0	7.0	27.0	
	17.8	0.0	17.8	
\$ 5.5	WEIGHTED GROUP AVG: \$ 25.5	\$ 4.1	\$ 29.6	
\$ 22.0	POSITION AVERAGE: \$ 31.7	\$ 7.4	\$ 39.1	\$ 24.1

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SURVEY POSITION 4 - STORE MANAGER

REGION #1 - MIDWEST

SCOPE AVG WKLY STORE SALES (\$THOU)	BONUS COMPANIES			NONBONUS COMPANIES SALARY	WORK SCHEDULE/PAY PRACTICES					
	SALARY	BONUS	TOTAL COMP		# DYS.	# NTS.	# HRS.	# SUN.	HOL. PAY	PAY
\$150.0 AND ABOVE	\$ 37.0	\$ 0.0	\$ 37.0		5.5		50.0			
	32.8	2.0	34.8				50.0	10.0	B	32
	29.1	0.0	29.1		5.0	1.0	48.0	26.0	100	
	27.6	1.9	29.5		5.0		50.0	10.0	B	32
	27.5	5.0	32.5		5.5	1.0	50.0	5.0	A	A
	27.0	1.3	28.3		5.5		48.0			
	26.0	0.0	26.0		6.0	.5	60.0	25.0	D	D
	25.0	5.0	30.0		5.0	1.0	48.0	26.0	B	75
	23.7	0.9	24.6		5.0	2.0	44.0	17.3	75	C
	22.9	6.2	29.1		5.5	1.0	52.0	4.0	B	C
	21.6	3.6	25.2		5.0	1.0	45.0		B	B
	21.6	7.5	29.1		5.0	1.0	45.0		B	B
	20.8	6.9	27.7		5.0		42.0			
	20.3	5.2	25.5		6.0	1.0	55.0			
WT'D										
\$ 194.7	AVG: \$ 25.9	\$ 3.3	\$ 29.2							

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SURVEY POSITION 4 - STORE MANAGER

REGION #1 - MIDWEST

SCOPE AVG WKLY STORE SALES (\$THOU)	BONUS COMPANIES		TOTAL COMP	NONBONUS COMPANIES SALARY	WORK SCHEDULE/PAY PRACTICES					
	SALARY	BONUS			# DYS.	# NTS.	# HRS.	# SUN.	SUN.HOL. PAY	PAY
\$149.9 TO \$100.0	\$ 36.0 29.9 29.6 29.4 29.1 29.1 28.9 28.6 28.3 26.0	\$ 1.2 0.0 0.0 0.0 2.0 0.0 0.0 2.6 2.9 3.0	\$ 37.2 29.9 29.6 29.4 31.1 29.1 28.9 31.2 31.2 29.0		6.0 5.0 5.0 5.0 5.0 5.0 5.0 5.0 5.0 5.5	1.0 1.0 1.0 1.0 1.0 1.0 2.0 1.0 1.0 1.0	60.0 48.0 48.0 48.0 48.0 48.0 45.0 48.0 48.0 50.0	26.0 26.0 26.0 26.0 26.0 26.0 5.0 26.0 26.0 5.0		
				\$ 26.0 26.0				8.0 8.0	80 80	
	25.0 24.4 23.7 23.4 23.1 22.9 21.6 21.6 21.6 21.5 20.0 18.7	5.0 1.0 0.9 5.0 1.0 0.8 4.2 4.6 4.8 5.8 0.0 4.6	30.0 25.4 24.6 28.4 24.1 23.7 25.8 26.2 26.4 27.3 20.0 23.3		5.0 5.0 5.0 5.5 5.0 5.0 5.0 5.0 5.5 5.0 6.0	1.0 2.0 2.0 1.0 2.0 1.0 1.0 1.0 1.0 1.0 2.0	48.0 44.0 44.0 52.0 44.0 44.0 45.0 45.0 45.0 48.0 55.0	26.0 17.3 17.3 4.0 17.3 17.3 75 75 75 5.0 26.0	B 75 75 B 75 75 B B B A B	75 C C C C B B B A 75
\$ 118.5	WT'D AVG: \$ 25.6	\$ 2.2	\$ 27.8	\$ 26.0						

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SURVEY POSITION 4 - STORE MANAGER

REGION #1 - MIDWEST

SCOPE AVG WKLY STORE SALES (\$THOU)	BONUS COMPANIES		TOTAL COMP	NONBONUS COMPANIES SALARY	WORK SCHEDULE/PAY PRACTICES					
	SALARY	BONUS			# DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
					6.0	1.0	55.0	26.0	A	E
\$99.9	\$ 29.0	\$ 8.0	\$ 37.0		6.0	2.0	56.0			
TO	26.6	10.4	37.0		5.5	1.0	48.0		C	
\$70.0	26.0	5.2	31.2		5.0		50.0	17.0	A	A
	26.0	6.0	32.0		6.0	1.0	55.0	26.0	A	E
	26.0	5.0	31.0		5.0	2.0	45.0	14.0	E	
	25.5	1.0	26.5		5.0		50.0	10.0	B	32
	25.0	1.2	26.2		5.0		50.0	10.0	B	32
	25.0	1.1	26.1		5.0	2.0	44.0	26.0	75	C
	24.4	1.1	25.5		5.5	1.0	50.0	5.0	A	A
	24.4	3.4	27.8		5.5	1.0	52.0	4.0	B	C
	23.4	4.0	27.4		5.5		50.0	17.0	B	B
	23.4	3.0	26.4		5.5		50.0	17.0	B	B
	23.4	2.0	25.4		5.5	1.0	50.0	5.0	A	A
	23.2	1.7	24.9		5.5	1.0	52.0	4.0	B	C
	22.3	3.0	25.3		5.0	2.0	45.0	3.0		
	22.1	2.5	24.6		5.0	1.0	45.0	2.0		
	22.1	4.5	26.6				48.0			
	22.0	3.3	25.3		5.5	1.0	52.0	4.0	B	C
	21.3	4.0	25.3		5.5	1.0	52.0	4.0	B	C
	21.3	4.0	25.3		5.0	1.0	50.0			
	20.3	6.0	26.3		5.5	1.0	52.0	4.0	B	C
	20.3	5.0	25.3		5.5	1.0	52.0	4.0	B	C
	20.3	4.0	24.3		5.0	1.0	48.0	26.0	B	75
	20.0	2.0	22.0		6.0	3.0	65.0		C	C
	20.0	1.0	21.0		5.5	1.0	52.0	4.0	B	C
	20.0	4.5	24.5		5.5	1.0	52.0	4.0	B	C
	19.8	3.0	22.8		5.5	1.0	52.0	4.0	B	C
	19.8	2.0	21.8		5.5	2.0	50.0	18.0	B	B
				\$ 19.2	5.0		55.0		C	D
	14.0	2.0	16.0							
WT'D										
AVG: \$	\$ 22.7	\$ 3.5	\$ 26.2	\$ 19.2						
\$ 81.5										

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SURVEY POSITION 4 - STORE MANAGER

REGION #1 - MIDWEST

SCOPE AVG WKLY STORE SALES (\$THOU)	BONUS COMPANIES			NONBONUS COMPANIES SALARY	WORK SCHEDULE/PAY PRACTICES					
	SALARY	BONUS	TOTAL COMP		# DYS.	# NTS.	# HRS.	# SUN.	SUN. HOL.	PAY PRACTICES
\$69.9	\$ 28.9	\$ 1.6	\$ 30.5		5.0	1.0	48.0	26.0	100	
TO	27.7	1.0	28.7		5.0	2.0	40.0	4.0	E	E
\$50.0	27.3	3.0	30.3		5.0	3.0	50.0	17.0	100	100
	26.0	0.0	26.0		5.5		48.0			
	26.0	0.0	26.0		5.5		48.0			
				\$ 24.7						
				24.7				8.0	80	
				24.7				8.0	80	
	24.0	5.0	29.0					8.0	80	
	23.4	1.0	24.4		6.0	1.0	60.0	26.0	A	E
	23.4	1.0	24.4		5.5		50.0	17.0	B	B
	22.8	5.0	27.8		5.5		50.0	17.0	B	B
	22.4	0.0	22.4		5.5		48.0		A	A
	22.0	2.2	24.2		5.5	2.5	44.0	26.0	B	B
	21.0	2.2	23.2		5.0	2.0	50.0	13.0	105	A
	20.8	0.6	21.4		5.0	2.0	50.0	13.0	105	A
				20.8	5.0		45.0	3.0		
	20.5	3.0	23.5		5.0	2.0	45.0	15.0	100	100
	20.0	2.2	22.2				48.0	10.0		
	20.0	3.0	23.0		5.0	2.0	50.0	13.0	105	A
	20.0	3.5	23.5				48.0	25.0		
	18.7	2.8	21.5		5.0	1.0	45.0		B	B
	16.9	4.0	20.9		5.0	1.0	45.0		B	B
	15.6	7.0	22.6		6.0	4.0	45.0	26.0	B	B
				15.2	6.0	4.0	45.0	26.0	B	B
					6.0	1.0	48.0			
\$ 57.4	WT'D.									
	AVG: \$ 22.4	\$ 2.4	\$ 24.8	\$ 22.0						

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SURVEY POSITION 4 - STORE MANAGER

REGION #1 - MIDWEST

SCOPE AVG WKLY STORE SALES (\$THOU)	BONUS COMPANIES			NONBONUS COMPANIES SALARY	WORK SCHEDULE/PAY PRACTICES					
	SALARY	BONUS	TOTAL COMP		# DYS.	# NTS.	# HRS.	# SUN.	HOL. PAY	PAY
\$49.9	\$ 28.6	\$ 1.6	\$ 30.2		5.0	1.0	48.0	26.0	100	
AND BELOW	23.4	1.0	24.4		5.5		50.0	17.0	B	B
	21.6	4.0	25.6		5.0	1.0	45.0		B	B
	20.8	5.0	25.8		5.5	1.0	50.0		A	A
	19.5	0.0	19.5		6.0	1.0	50.0		A	A
				*	6.0	1.0	48.0	12.0	E	E
	18.7	4.0	22.7		6.0		50.0			
	18.2	5.7	23.9		6.0	2.0	50.0	20.0	A	A
	18.2	1.0	19.2		6.0	4.0	45.0	26.0	B	B
	16.9	0.5	17.4		6.0	2.0	52.0	.5	A	A
	16.9	1.7	18.6		5.0	1.0	40.0			
	15.6	1.5	17.1		6.0	4.0	45.0	26.0	B	B
	15.6	2.4	18.0		5.5	2.0	55.0	20.0	B	B
	15.6	0.0	15.6		6.0	4.0	45.0	26.0	B	B
	15.6	0.0	15.6		6.0	4.0	45.0	26.0	B	B
	15.0	4.0	19.0		6.0	2.0	52.0		A	A
	13.0	1.5	14.5		5.0	3.5	48.0	26.0	B	B
	11.7	0.0	11.7		6.0	3.0	54.0	.5	A	A
	11.4	1.0	12.4		5.0	3.5	48.0	26.0	B	B
				*	6.0	3.0	54.0	.5	A	A
				*						
\$ 30.4	WT'D									
	AVG: \$ 17.6	\$ 1.9	\$ 19.5							

\$ 89.0	POSITION									
	AVG: \$ 22.8	\$ 2.7	\$ 25.5	\$ 21.0						

* DATA NOT SHOWN

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SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #1 - MIDWEST

SCOPE AVG WKLY MEAT SALES (\$THOU)	BONUS COMPANIES		NONBONUS COMPANIES SALARY	WORK SCHEDULE/PAY PRACTICES				
	SALARY	BONUS		# DYS.	# NTS.	# HRS.	# SUN.	SUN.HOL. PAY PAY
\$25.0 AND ABOVE				5.5		44.0		B
	\$ 28.1	\$ 0.3	\$ 28.4	5.0		41.0		C C
	28.1	0.2	28.3	5.0		41.0		C C
	28.1	1.9	30.0	6.0		55.0	52.0	B 32
	27.6	1.8	29.4	6.0		55.0	52.0	B 32
	26.0	0.0	26.0	6.0		48.0	25.0	D D
							7.0	200 200
							7.0	200 200
	22.8	0.8	23.6	5.0	1.0	40.0		D
				5.0	1.0	40.0	10.4	F D
				5.0	1.0	40.0	10.4	F D
				5.0	1.0	40.0	10.4	F D
	21.3	4.1	25.4	5.0	1.0	45.0	13.0	E E
	21.3	2.7	24.0	5.0	1.0	45.0	13.0	E E
	20.8	1.3	22.1	5.5		48.0		75
	20.8	1.3	22.1	5.5		48.0		75
	20.3	2.9	23.2	5.0	1.0	45.0	13.0	E E
	19.8	5.2	25.0	5.0	.5	45.0		
	19.8	6.0	25.8	5.0		45.0		
				5.0	1.0	42.0	2.0	D E
				18.8				
	WT'D							
\$ 32.1	AVG: \$ 23.4	\$ 2.2	\$ 25.6	\$ 23.2				

FOOD MARKETING INSTITUTE
SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #1 - MIDWEST

SCOPE AVG WKLY MEAT SALES (\$THOU)	BONUS COMPANIES		TOTAL COMP	NONBONUS COMPANIES SALARY	WORK SCHEDULE/PAY PRACTICES				
	SALARY	BONUS			# DYS.	# NTS.	# HRS.	# SUN.	SUN.HOL. PAY
\$24.9				\$ 29.6	5.0	1.0	45.0		50 50
TO	\$ 29.0	\$ 1.2	\$ 30.2		6.0	1.0	58.0		
\$15.0	27.0	1.2	28.2		6.0		55.0	52.0	B 32
	24.9	0.0	24.9		5.0		40.0		E E
	24.4	0.7	25.1		6.0		55.0	52.0	B 32
				24.0	6.0		48.0		
				23.5				7.0	200 200
				23.5				7.0	200 200
				23.5				7.0	200 200
	22.8	1.0	23.8		5.0		40.0	14.0	E
				22.4	5.0		45.0	2.0	E F
				22.4	5.0	1.0	40.0	10.4	F D
				22.4	5.0	1.0	40.0	10.4	F D
				22.4	5.0	1.0	40.0	10.4	F D
				22.0	5.0		42.0		
				21.5	5.0		41.0		
	21.0	0.4	21.4		5.0	1.0	40.0		D
				20.8	5.0	1.0	45.0	15.0	100 100
	20.8	1.3	22.1		5.5		48.0		75
	20.3	3.2	23.5		5.0	1.0	45.0	13.0	E E
	20.3	2.8	23.1		5.0	1.0	45.0	13.0	E E
	19.0	0.0	19.0		5.0	1.0	40.0		D
				19.0	5.0	1.0	42.0	2.0	D E
				18.1	5.0	1.0	42.0	2.0	D E
				18.0	6.0		48.0		
				17.9	5.0		40.0	17.0	E E
				17.7	5.0		42.0		C C
	17.5	0.0	17.5		5.5		45.0		
				17.3	5.0	1.0	42.0	2.0	D E
				16.9	5.0	1.0	42.0	2.0	D E
	16.0	1.0	17.0		5.0		40.0		
	15.6	4.0	19.6		6.0	3.0	48.0	26.0	B B
				14.3	5.0		45.0	4.0	
WT'D									
\$ 17.6	AVG: \$ 21.4	\$ 1.3	\$ 22.7	\$ 20.9					

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SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #1 - MIDWEST

SCOPE AVG WKLY MEAT SALES (\$THOU)	BONUS COMPANIES			NONBONUS COMPANIES SALARY	WORK SCHEDULE/PAY PRACTICES					
	SALARY	BONUS	TOTAL COMP		# DYS.	# NTS.	# HRS.	# SUN.	HOL. PAY	PAY
\$14.9	\$ 28.1	\$ 0.2	\$ 28.3		5.0		41.0		C	C
TO	28.1	0.2	28.3		5.0		41.0		C	C
\$10.0				\$ 22.6	5.0		40.0	8.0	F	F
	22.0	1.0	23.0		5.0		45.0		C	A
	22.0	0.0	22.0		5.0	1.0	40.0			D
	21.3	0.4	21.7		5.0		40.0		C	E
				20.0	6.0		48.0			
				19.5	5.0		45.0	4.0		
	19.2	0.0	19.2		5.0		40.0		E	A
	18.8	0.0	18.8		5.0	1.0	40.0			D
	18.5	0.8	19.3		5.0	2.0	45.0		D	C
				18.5	5.0		40.0			
				18.1	5.0	1.0	42.0	2.0	D	E
	18.0	0.8	18.8		5.0	2.0	45.0		D	C
				17.9	5.0		40.0	17.0	E	E
				17.9	5.0		40.0	17.0	E	E
				17.3	5.0	1.0	42.0	2.0	D	E
				17.3	5.0	1.0	42.0	2.0	D	E
				17.3	5.0	1.0	42.0	2.0	D	E
				17.3	5.0	1.0	42.0	2.0	D	E
	16.9	1.3	18.2		5.5		48.0			75
				16.7	5.0	1.0	42.0	2.0	D	E
	15.6	3.0	18.6		6.0	3.0	48.0	26.0	B	B
	15.6	2.0	17.6		6.0	3.0	48.0	26.0	B	B
				15.6	6.0	3.0	48.0	26.0	B	B
				15.1	6.0		40.0		A	A
	15.0	0.1	15.1		5.0	1.0	45.0		C	C
WT'D										
\$ 12.5	AVG: \$ 19.9	\$ 0.8	\$ 20.7	\$ 17.9						

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SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #1 - MIDWEST

SCOPE AVG WKLY MEAT SALES (\$THOU)	BONUS COMPANIES		TOTAL COMP	NONBONUS COMPANIES SALARY	WORK SCHEDULE/PAY PRACTICES				
	SALARY	BONUS			# DYS.	# NTS.	# HRS.	# SUN.	SUN.HOL. PAY PAY
\$9.9 AND BELOW	\$ 19.2	\$ 2.2	\$ 21.4	\$ 22.6	5.0		40.0		F
	18.7	1.2	19.9		5.0	1.0	45.0	13.0	E E
	18.2	1.3	19.5		5.0	1.0	45.0	13.0	E E
	17.4	0.8	18.2		5.0	1.0	45.0	13.0	E E
	16.9	1.0	17.9		5.0	2.0	45.0		D C
					5.5		48.0		A A
				16.9	5.0		40.0	4.0	
				16.7	5.0		40.0		E E
				16.3	5.0		40.0	17.0	E E
				16.3	5.0		40.0	17.0	E E
	16.0	2.1	18.1		5.0	1.0	45.0		
				15.6	5.0		40.0	4.0	
				14.0	5.0		40.0		E E
	14.0	2.0	16.0		5.0	1.0	45.0		
				13.5	5.0		40.0		E E
				13.5	6.0		40.0	15.0	A A
	13.0	0.0	13.0		4.0	3.0	48.0	26.0	B B
	11.7	0.0	11.7		4.0	2.0	48.0	26.0	B B
				10.4	5.0		40.0		E E
				10.4	5.0		40.0		E E
				7.5	5.0		40.0		E E
				7.5	5.0		40.0		E E
\$ 6.4	WT'D AVG: \$ 16.1	\$ 1.2	\$ 17.3	\$ 13.9					
\$ 16.7	POSITION AVG: \$ 20.6	\$ 1.3	\$ 21.9	\$ 18.7					

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SURVEY POSITION 1 - CHIEF EXECUTIVE OFFICER

REGION #2 - NORTHEAST

SCOPE COMPANY SALES (\$MIL)	BONUS COMPANIES			NONBONUS COMPANIES SALARY
	SALARY	BONUS	TOTAL COMP	
-----	-----	-----	-----	-----
\$10.0	\$100.0	\$ 20.0	\$120.0	
AND ABOVE	76.0	0.0	76.0	
	75.0	6.0	81.0	
				\$ 75.0
	72.0	28.0	100.0	
	70.0	30.0	100.0	
	66.0	1.0	67.0	
				60.0
	52.0	10.0	62.0	
	41.5	8.8	50.3	
	36.0	0.0	36.0	
	-----	-----	-----	-----
\$ 32.7	WEIGHTED GROUP AVG: \$ 65.4	\$ 11.5	\$ 76.9	\$ 67.5
-----	-----	-----	-----	-----
\$9.9				\$ 93.6
AND BELOW				56.0
	\$ 45.0	\$ 0.0	\$ 45.0	
	35.0	0.0	35.0	
	32.0	5.0	37.0	
	31.8	5.0	36.8	
				30.0
	25.0	0.0	25.0	
	23.0	0.0	23.0	
	10.0	15.0	25.0	
	-----	-----	-----	-----
\$ 5.1	WEIGHTED GROUP AVG: \$ 28.8	\$ 3.6	\$ 32.4	\$ 59.9
-----	-----	-----	-----	-----
\$ 19.5	POSITION AVERAGE: \$ 49.4	\$ 8.0	\$ 57.4	\$ 62.9

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SURVEY POSITION 2 - SECOND HIGHEST PAID EXECUTIVE

REGION #2 - NORTHEAST

SCOPE COMPANY SALES (\$MIL)	BONUS COMPANIES			NONBONUS COMPANIES SALARY
	SALARY	BONUS	TOTAL COMP	
-----	-----	-----	-----	-----
\$10.0 AND ABOVE	\$ 75.0	\$ 6.0	\$ 81.0	\$ 75.0
	72.0	28.0	100.0	
	64.0	0.0	64.0	
	45.3	1.0	46.3	
	42.5	0.0	42.5	
	38.0	1.5	39.5	
				30.0
				28.0
	26.8	4.4	31.2	
\$ 34.8	-----	-----	-----	-----
WEIGHTED GROUP AVG:	\$ 51.9	\$ 5.9	\$ 57.8	\$ 44.3
-----	-----	-----	-----	-----
\$9.9 AND BELOW	\$ 32.0	\$ 0.0	\$ 32.0	\$ 57.2
	25.0	5.0	30.0	
	22.5	0.0	22.5	
	21.0	0.0	21.0	
	19.8	0.0	19.8	
\$ 6.3	-----	-----	-----	-----
WEIGHTED GROUP AVG:	\$ 24.1	\$ 1.0	\$ 25.1	\$ 57.2
-----	-----	-----	-----	-----
\$ 24.1	POSITION AVERAGE:	\$ 40.3	\$ 3.9	\$ 44.2
				\$ 47.6

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SURVEY POSITION 3 - THIRD HIGHEST PAID
EXECUTIVE
REGION #2 - NORTHEAST

SCOPE COMPANY SALES (\$MIL)	BONUS COMPANIES			NONBONUS COMPANIES SALARY
	SALARY	BONUS	TOTAL COMP	
-----	-----	-----	-----	-----
\$70.0	\$ 72.0	\$ 28.0	\$100.0	
AND BELOW	64.0	0.0	64.0	
	39.0	5.0	44.0	
	37.0	1.4	38.4	
				\$ 36.4
				36.0
	33.4	1.0	34.4	
	30.0	1.0	31.0	
				28.0
				26.0
	24.7	4.4	29.1	
	15.0	7.0	22.0	
	-----	-----	-----	-----
\$ 30.0	WEIGHTED GROUP AVG: \$ 39.4	\$ 6.0	\$ 45.4	\$ 31.6
-----	-----	-----	-----	-----
\$ 30.0	POSITION AVERAGE: \$ 39.4	\$ 6.0	\$ 45.4	\$ 31.6

FOOD MARKETING INSTITUTE
SURVEY POSITION 4 - STORE MANAGER

REGION #2 - NORTHEAST

SCOPE AVG WKLY STORE SALES (\$THOU)	BONUS COMPANIES		TOTAL COMP	NONBONUS COMPANIES SALARY	WORK SCHEDULE/PAY PRACTICES					
	SALARY	BONUS			# DYS.	# NTS.	# HRS.	# SUN.	HOL. PAY	PAY
\$150.0 AND ABOVE				\$ 31.5	5.0	2.0	50.0	15.0	180	
				31.0	5.0	2.0	50.0	15.0	180	
	\$ 30.0	\$ 0.0	\$ 30.0		5.0	1.0	53.0	15.0	E	A
				30.0	5.0	2.0	50.0	15.0	180	
				30.0	5.0	2.0	50.0	15.0	180	
	29.1	1.9	31.0		6.0	3.0	51.0	2.0	D	C
	27.5	1.7	29.2		6.0	3.0	51.0	2.0	D	C
	26.3	1.2	27.5		6.0	3.0	51.0	2.0	D	C
	26.0	5.0	31.0		5.5	2.0	49.5	17.0		
	25.0	1.0	26.0				40.0			
	22.4	2.0	24.4		5.0	1.5	50.0	9.9	A	F
	22.4	4.1	26.5		5.0	1.5	50.0	9.9	A	F
	22.0	0.0	22.0		5.5	1.0	57.0			
	20.8	2.9	23.7		5.0	1.5	50.0	9.9	A	F
	20.2	3.0	23.2		5.0	1.5	50.0	9.9	A	F
WT'D										
\$ 251.2	AVG: \$ 24.7	\$ 2.1	\$ 26.8	\$ 30.6						

FOOD MARKETING INSTITUTE
SURVEY POSITION 4 - STORE MANAGER

REGION #2 - NORTHEAST

SCOPE AVG WKLY STORE SALES (\$THOU)	BONUS COMPANIES			NONBONUS COMPANIES SALARY	WORK SCHEDULE/PAY PRACTICES				
	SALARY	BONUS	TOTAL COMP		# DYS.	# NTS.	# HRS.	# SUN.	SUN. HOL. PAY PAY
\$149.9	\$ 33.6	\$ 3.6	\$ 37.2		5.0	2.0	47.0		A
TO	32.8	3.6	36.4		5.0	2.0	47.0		A
\$100.0	32.8	3.6	36.4		5.0	2.0	47.0		A
				\$ 29.0	5.0	2.0	50.0	15.0	180
	27.0	0.0	27.0		5.0	1.0	53.0	15.0	E A
	25.3	0.0	25.3		5.0	2.0	45.0	13.0	85 D
	23.4	1.4	24.8		6.0	2.0	48.5		C C
				23.4	5.0	1.0	43.0		
	23.0	0.0	23.0		5.0	1.0	50.0		
				22.4	5.0	1.0	43.0		
	21.0	6.0	27.0		5.5	1.0	45.0	12.0	B B
	WT'D								
\$ 117.4	AVG: \$ 27.4	\$ 2.2	\$ 29.6	\$ 24.9					
\$99.9	\$ 34.2	\$ 3.6	\$ 37.8		5.0	2.0	47.0		A
TO	33.6	3.6	37.2		5.0	2.0	47.0		A
\$70.0	32.8	3.6	36.4		5.0	2.0	47.0		A
	32.8	3.6	36.4		5.0	2.0	47.0		A
	25.3	1.3	26.6		5.0	2.0	47.0		A
	25.2	1.5	26.7		6.0	3.0	51.0	2.0	D C
	23.4	0.0	23.4		5.0	2.0	45.0	9.0	85 D
	23.3	1.8	25.1		5.0	2.0	45.0		C D
	21.0	2.0	23.0		6.0	2.0	48.5		C C
	20.0	3.0	23.0		5.0	1.0	40.0	50.0	D C
	19.0	4.0	23.0		5.0	1.0	50.0		
	15.6	0.0	15.6		5.5	1.0	45.0	12.0	B B
					5.0	2.0	50.0		C E
	WT'D								
\$ 83.9	AVG: \$ 26.1	\$ 2.4	\$ 28.5						

FOOD MARKETING INSTITUTE
SURVEY POSITION 4 - STORE MANAGER

REGION #2 - NORTHEAST

SCOPE AVG WKLY STORE SALES (\$THOU)	BONUS SALARY	COMPANIES BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	WORK SCHEDULE/PAY PRACTICES					
					# DYS.	# NTS.	# HRS.	# SUN.	SUN. HOL. PAY	PAY
\$69.9	\$ 24.6	\$ 0.0	\$ 24.6		5.0	2.0	45.0		85	D
TO	24.1	0.0	24.1		5.0	2.0	45.0	7.0	85	D
\$50.0	22.3	1.1	23.4		6.0	3.0	48.5		C	C
	22.0	0.0	22.0		5.0	1.0	46.0	26.0	B	B
	21.0	0.0	21.0		5.0	1.0	46.0	10.0	B	B
	20.0	0.0	20.0		5.0	1.0	50.0			
				\$ 17.0	5.0	1.0	50.0	50.0	F	E
WT'D	-----	-----	-----	-----						
\$ 61.0	AVG: \$ 22.3	\$ 0.2	\$ 22.5	\$ 17.0						
\$49.9				*	6.0		55.0	25.0	B	E
AND BELOW				*	6.0		55.0	25.0	B	E
	\$ 24.0	\$ 0.0	\$ 24.0		5.0	2.0	45.0	9.0	85	D
	23.4	1.0	24.4		5.0		50.0		C	A
	21.8	1.0	22.8		6.0	4.0	48.5		C	C
	21.0	0.1	21.1		5.0		50.0		C	A
	21.0	0.7	21.7		5.0		50.0		C	A
	21.0	0.7	21.7		5.0		50.0		C	A
	20.0	2.0	22.0		5.0	2.0	60.0			
	19.5	0.4	19.9		5.0		50.0		C	A
	18.6	0.2	18.8		5.0		50.0		C	A
	18.0	0.0	18.0		5.0	1.0	50.0			
	18.0	0.0	18.0		5.0	1.0	50.0			
	16.0	6.0	22.0		5.0	1.0	50.0			
	15.0	3.7	18.7		6.0	1.0	48.0			
WT'D	-----	-----	-----	-----						
\$ 34.4	AVG: \$ 19.8	\$ 1.2	\$ 21.0	*						
POSITION										
\$ 116.3	AVG: \$ 23.9	\$ 1.8	\$ 25.7	\$ 28.7						

* DATA NOT SHOWN

FOOD MARKETING INSTITUTE
SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #2 - NORTHEAST

SCOPE AVG WKLY MEAT SALES (\$THOU)	BONUS COMPANIES		TOTAL COMP	NONBONUS COMPANIES SALARY	WORK SCHEDULE/PAY PRACTICES				SUN. HOL.	
	SALARY	BONUS			# DYS.	# NTS.	# HRS.	# SUN.	PAY	PAY
\$25.0 AND ABOVE				\$ 28.5	5.0	2.0	45.0	5.0	F	E
				28.5	5.0	2.0	45.0	5.0	F	E
				26.5	5.0	2.0	45.0	5.0	F	E
				26.0	5.0	2.0	45.0	5.0	F	E
	\$ 25.0	\$ 1.1	\$ 26.1		6.0	1.0	54.0	2.0	D	C
	25.0	1.1	26.1		6.0	1.0	51.0	2.0	D	C
	24.1	1.1	25.2		6.0	1.0	51.0	2.0	D	C
	23.0	0.0	23.0							
	22.1	1.0	23.1	22.4	5.0	1.0	43.0			
	21.5	0.0	21.5		5.5		44.0			
	21.1	2.4	23.5		5.0		45.0			
	21.1	2.4	23.5		5.0	1.0	40.0			E
	20.4	2.4	22.8		5.0	1.0	40.0			E
	20.4	1.1	21.5		5.0		48.0	9.9	B	F
	20.2	1.0	21.2		5.0		48.0	9.9	B	F
	19.5	1.6	21.1		5.0		48.0	9.9	B	F
	WT'D									
\$ 37.7	AVG: \$ 22.0	\$ 1.2	\$ 23.2	\$ 26.4						

FOOD MARKETING INSTITUTE

SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #2 - NORTHEAST

SCOPE AVG WKLY MEAT SALES (\$THOU)	BONUS COMPANIES			NONBONUS COMPANIES SALARY	WORK SCHEDULE/PAY PRACTICES					
	SALARY	BONUS	TOTAL COMP		# DYS.	# NTS.	# HRS.	# SUN.	SUN. HOL.	PAY PRACTICES
\$24.9.				\$ 28.0	5.0	2.0	45.0	5.0	F	E
TO	\$ 25.1	\$ 1.0	\$ 26.1		6.0	1.0	50.0		C	C
\$15.0	23.5	0.9	24.4		6.0	1.0	50.0	2.0	D	C
	22.2	0.9	23.1		6.0	1.0	47.0		C	C
	21.1	2.4	23.5		5.0	1.0	40.0			E
	21.1	2.4	23.5		5.0	1.0	40.0			E
	21.1	2.4	23.5		5.0	1.0	40.0			E
	21.1	2.4	23.5		5.0	1.0	40.0			E
	21.1	2.4	23.5		5.0	1.0	40.0			E
	21.1	2.4	23.5		5.0	1.0	40.0			E
	21.0	0.0	21.0							
				20.8	5.0	1.0	43.0			
				20.3	5.0	2.0	38.2	8.0	E	F
				20.3	5.0	2.0	36.4	13.0	E	F
				20.3	5.0	2.0	36.5	14.0	E	F
				20.3	5.0	2.0	38.0		C	F
				20.0	5.0		40.0		C	D
	20.0	1.5	21.5		5.0	1.0	45.0	14.0	50	85
	19.0	0.0	19.0							
				18.0	5.5		45.0	18.0	B	B
WT'D										
\$ 19.3	AVG: \$ 21.5	\$ 1.5	\$ 23.0	\$ 21.0						

SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

SCOPE		BONUS COMPANIES		NONBONUS COMPANIES		WORK SCHEDULE/PAY PRACTICES			
AVG WKLY MEAT SALES (\$THOU)	SALARY	BONUS	TOTAL COMP	SALARY	# DYS.	# NTS.	# HRS.	# SUN.	SUN. HOL. PAY
\$14.9	\$ 23.5	\$ 1.0	\$ 24.5		6.0	1.0	47.0		C C
AND BELOW	23.5	1.0	24.5		6.0	1.0	50.0		C C
				\$ 20.8	5.0	2.0	50.0		C E
				20.3	5.0	2.0	37.0	32.0	E F
				20.3	5.0	2.0	35.5	6.0	E F
	19.8	0.6	20.4		5.0		45.0		C A
	19.8	0.7	20.5		5.0		45.0		C A
	19.8	0.7	20.5		5.0		45.0		C A
	18.5	0.0	18.5		5.0	1.0	42.0		B B
	18.5	0.0	18.5		5.0	1.0	42.0	20.0	B B
	18.0	0.0	18.0						
	18.0	0.0	18.0						
	17.8	0.1	17.9		5.0		45.0		C A
				17.8	6.0		49.0		E
	17.7	0.3	18.0		5.0		45.0		C A
				17.7	6.0	1.0	50.0		E
	17.5	0.8	18.3		5.0		45.0		E
	17.0	0.2	17.2		5.0		45.0		C A
	16.0	0.0	16.0						
				16.0	5.5	1.0	45.0	18.0	B B
				15.7	6.0		50.0		E
	15.6	0.3	15.9		5.0		45.0		
				15.0	5.0	1.0	40.0		C E
				12.5	6.0		49.0		E
\$ 8.5	WT'D								
	AVG: \$ 18.7	\$ 0.4	\$ 19.1	\$ 17.3					
\$ 20.2	POSITION								
	AVG: \$ 20.6	\$ 1.0	\$ 21.6	\$ 20.7					

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SURVEY POSITION 1 - CHIEF EXECUTIVE OFFICER

REGION #3 - SOUTH

SCOPE COMPANY SALES (\$MIL)	BONUS COMPANIES			NONBONUS COMPANIES SALARY
	SALARY	BONUS	TOTAL COMP	
-----	-----	-----	-----	-----
\$15.0	\$115.0	\$ 50.0	\$165.0	
AND ABOVE	100.0	37.5	137.5	
	75.0	25.0	100.0	
				\$ 73.5
	65.2	24.1	89.3	
	58.0	18.0	76.0	
	57.2	25.3	82.5	
	54.0	12.0	66.0	
	50.0	25.0	75.0	
	-----	-----	-----	-----
\$ 30.6	WEIGHTED GROUP AVG: \$ 71.8	\$ 27.1	\$ 98.9	\$ 73.5
-----	-----	-----	-----	-----
\$14.9	\$114.0	\$ 2.0	\$116.0	
AND BELOW	98.8	0.0	98.8	
	73.0	20.0	93.0	
	72.8	0.0	72.8	
	55.0	20.0	75.0	
	50.0	0.0	50.0	
	44.9	10.0	54.9	
				\$ 41.6
	37.5	0.0	37.5	
	31.2	10.0	41.2	
				26.0
	24.7	22.3	47.0	
	-----	-----	-----	-----
\$ 9.0	WEIGHTED GROUP AVG: \$ 60.2	\$ 8.4	\$ 68.6	\$ 33.8
-----	-----	-----	-----	-----
\$ 18.3	POSITION AVERAGE: \$ 65.4	\$ 16.7	\$ 82.1	\$ 47.0

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SURVEY POSITION 2 - SECOND HIGHEST PAID
EXECUTIVE

REGION #3 - SOUTH

SCOPE COMPANY SALES (\$MIL)	BONUS COMPANIES			NONBONUS COMPANIES SALARY
	SALARY	BONUS	TOTAL COMP	
-----	-----	-----	-----	-----
\$15.0 AND ABOVE	\$115.0 58.0	\$ 50.0 18.0	\$165.0 76.0	
	55.0	37.5	92.5	\$ 58.0
	50.0	25.0	75.0	
	46.8	15.0	61.8	
	38.0	15.0	53.0	
	36.0	3.0	39.0	
	31.2	12.3	43.5	
	-----	-----	-----	-----
\$ 30.6	WEIGHTED GROUP AVG: \$ 53.8	\$ 21.9	\$ 75.7	\$ 58.0
-----	-----	-----	-----	-----
\$14.9 AND BELOW	\$ 40.0 37.5 36.4	\$ 0.0 0.0 24.2	\$ 40.0 37.5 60.6	
	31.2	10.0	41.2	\$ 32.0
	30.0	0.0	30.0	
	28.6	0.0	28.6	
	26.0	0.0	26.0	
	22.0	3.0	25.0	
	20.0	5.0	25.0	
	19.0	1.4	20.4	
	17.0	0.0	17.0	17.4
	-----	-----	-----	-----
\$ 8.7	WEIGHTED GROUP AVG: \$ 28.0	\$ 3.9	\$ 31.9	\$ 24.7
-----	-----	-----	-----	-----
\$ 17.7	POSITION AVERAGE: \$ 38.8	\$ 11.6	\$ 50.4	\$ 35.8

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SURVEY POSITION 3 - THIRD HIGHEST PAID
EXECUTIVE

REGION #3 - SOUTH

SCOPE COMPANY SALES (\$MIL.)	BONUS COMPANIES			NONBONUS COMPANIES SALARY
	SALARY	BONUS	TOTAL COMP	
-----	-----	-----	-----	-----
\$15.0	\$ 62.0	\$ 30.0	\$ 92.0	
AND ABOVE	50.0	25.0	75.0	
	37.1	2.0	39.1	\$ 39.0
	35.0	7.8	42.8	
				35.0
	28.6	7.0	35.6	
	-----	-----	-----	-----
\$ 32.0	WEIGHTED GROUP AVG: \$ 42.5	\$ 14.4	\$ 56.9	\$ 37.0
-----	-----	-----	-----	-----
\$14.9	\$ 37.5	\$ 0.0	\$ 37.5	
AND BELOW	28.6	0.0	28.6	
	25.0	0.0	25.0	
				\$ 20.0
	17.9	6.4	24.3	
	15.6	5.0	20.6	
				14.1
	-----	-----	-----	-----
\$ 9.2	WEIGHTED GROUP AVG: \$ 24.9	\$ 2.3	\$ 27.2	\$ 17.0
-----	-----	-----	-----	-----
\$ 20.6	POSITION AVERAGE: \$ 33.7	\$ 8.4	\$ 42.1	\$ 27.0

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SURVEY POSITION 4 - STORE MANAGER

REGION #3 - SOUTH

SCOPE AVG WKLY STORE SALES (\$THOU)	BONUS COMPANIES			NONBONUS COMPANIES SALARY	WORK SCHEDULE/PAY PRACTICES					
	SALARY	BONUS	TOTAL COMP		# DYS.	# NTS.	# HRS.	# SUN.	SUN. HOL.	PAY PRACTICES
\$100.0 AND ABOVE	\$ 30.0	\$ 3.0	\$ 33.0		6.0	1.0	55.0	4.0	E	E
	29.0	3.0	32.0		5.5		48.0	16.0	E	E
	29.0	3.0	32.0		5.5		48.0	16.0	E	E
	29.0	5.0	34.0		5.5		48.0	16.0	E	E
	29.0	8.0	37.0		5.5		48.0	16.0	E	E
	29.0	10.0	39.0		5.5		48.0	16.0	E	E
	27.7	2.0	29.7		5.0	2.5	50.0		C	A
	27.7	2.0	29.7		5.0	2.5	50.0		C	A
	26.5	8.0	34.5		5.0	2.0	45.0	17.0	B	D
	24.0	2.0	26.0	\$ 25.2		3.0	48.0	17.0	B	B
	23.9	1.0	24.9		6.0	1.0	55.0	4.0	E	E
				23.5	5.0	2.5	50.0		C	A
	23.1	2.0	25.1		5.0	3.0	48.0	17.0	B	B
	23.0	0.0	23.0		5.0	2.5	50.0		C	A
	23.0	0.0	23.0		6.0	1.0	55.0	4.0	E	E
				23.0	6.0	1.0	55.0	4.0	E	E
				23.0	3.0	2.0	40.0	17.0		
				21.6	5.0		40.0	17.0		
	21.5	4.4	25.9		5.0	3.0	48.0	17.0	B	B
	21.0	6.0	27.0		3.0	2.0	50.0	17.0	D	D
	21.0	6.0	27.0		5.0	2.0	45.0		C	E
	20.0	5.0	25.0		5.0	2.0	45.0		C	E
	20.0	0.0	20.0		6.0	1.0	55.0	4.0	E	E
WT'D										
\$ 129.4	AVG: \$ 25.1	\$ 3.7	\$ 28.8	\$ 23.3						

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SURVEY POSITION 4 - STORE MANAGER

REGION #3 - SOUTH

SCOPE AVG WKLY STORE SALES (\$THOU)	BONUS COMPANIES			NONBONUS COMPANIES SALARY	WORK SCHEDULE/PAY				PRACTICES	
	SALARY	BONUS	TOTAL COMP		# DYS.	# NTS.	# HRS.	# SUN.	SUN. HOL.	PAY PAY
\$99.9	\$ 32.1	\$ 5.6	\$ 37.7		5.5	2.0	60.0	12.0	A	A
TO	31.1	4.9	36.0		5.5	2.0	50.0	6.0	A	A
\$70.0	31.1	4.8	35.9		5.5	2.0	50.0	6.0	A	A
	29.9	16.5	46.4		5.5	2.0	48.0	18.0	75	A
	29.9	19.9	49.8		5.5	2.0	48.0	18.0	75	A
	29.9	16.6	46.5		5.5	2.0	48.0	18.0	75	A
	29.0	3.0	32.0		5.5	2.0	48.0	16.0	E	E
	28.9	0.0	28.9		5.5	2.0	48.0	18.0	75	A
	27.4	6.4	33.8		5.5	2.0	48.0	18.0	75	A
	27.3	0.0	27.3		5.5	2.0	48.0	17.3	A	A
	26.4	1.3	27.7		5.0	5.0	50.0	17.3	A	A
	24.7	0.0	24.7		5.5	2.0	48.0	18.0	75	A
	24.7	0.0	24.7		5.0	5.0	50.0	17.3	A	A
	24.0	1.6	25.6		5.0	5.0	50.0	17.3	A	A
	24.0	3.0	27.0		3.5	2.0	45.0	13.0	A	D
	23.4	2.0	25.4		5.0		50.0		E	E
	23.1	8.4	31.5		6.0	3.0	50.0		D	D
	23.1	0.0	23.1		3.0	2.0	50.0	17.0	D	D
	23.0	0.0	23.0		5.0	2.0	45.0	17.0	A	B
	23.0	3.0	26.0		5.0	2.0	45.0	12.0	A	A
	23.0	11.0	34.0		5.0	2.0	45.0	12.0	A	A
	22.9	0.0	22.9		5.0	2.0	45.0	12.0	A	A
	22.5	5.5	28.0		5.0	2.0	45.0		C	C
	21.9	1.5	23.4		5.0	2.0	45.0	17.0	B	D
	20.8	5.0	25.8		5.0	2.5	50.0		C	A
	19.0	0.0	19.0		5.0	2.0	45.0	17.0	B	D
					6.0	1.0	55.0	4.0	E	E
\$ 83.3	WT'D									
	AVG: \$ 25.6	\$ 4.6	\$ 30.2							

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SURVEY POSITION 4 - STORE MANAGER

REGION #3 - SOUTH

SCOPE AVG WKLY STORE SALES (\$THOU)	BONUS COMPANIES			NONBONUS COMPANIES SALARY	WORK SCHEDULE/PAY PRACTICES				SUN. HOL.	
	SALARY	BONUS	TOTAL COMP		# DYS.	# NTS.	# HRS.	# SUN.	PAY	PAY
\$69.9	\$ 30.3	\$ 0.0	\$ 30.3		5.5	2.0	60.0	6.0	A	A
TO	30.1	0.0	30.1		5.5	2.0	55.0	6.0	A	A
\$50.0	29.9	6.6	36.5		5.5	2.0	48.0	18.0	75	A
	29.7	0.0	29.7		5.5	2.0	55.0	12.0	A	A
	27.4	3.0	30.4		5.5	2.0	48.0	18.0	75	A
	27.4	3.3	30.7		5.5	2.0	48.0	18.0	75	A
	24.5	0.0	24.5		5.0	2.0	45.0		C	C
	24.2	1.5	25.7		5.0	2.5	50.0		C	A
	23.4	5.2	28.6		5.0	2.5	50.0	17.0	B	B
	23.4	0.0	23.4		5.0	2.5	50.0	13.0	B	B
	23.4	0.0	23.4		5.5	2.0	48.0	18.0	75	A
	23.0	6.0	29.0		5.0	2.0	45.0	12.0	A	A
	22.9	0.0	22.9		5.0	2.0	45.0		C	C
	22.9	0.0	22.9		5.0	2.0	45.0		C	C
	22.2	0.0	22.2		5.5	2.0	48.0	18.0	75	A
	21.8	0.0	21.8		5.0	2.0	45.0		C	C
	21.8	0.0	21.8		6.0	2.0	47.0	13.0	B	B
	21.8	0.0	21.8		5.0	2.0	45.0		A	B
	20.8	0.0	20.8		5.0	2.0	45.0		C	C
	20.8	3.0	23.8		5.5	2.0	55.0		C	F
	20.8	0.0	20.8		5.0	2.0	45.0		C	C
	19.0	0.0	19.0		4.5		55.0	26.0	B	B
	19.0	2.0	21.0		5.0		45.0		D	D
	19.0	2.0	21.0		6.0	4.0	60.0		C	F
	18.8	3.0	21.8							
WT'D										
\$ 58.8	AVG: \$ 23.5	\$ 1.5	\$ 25.0							

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SURVEY POSITION 4 - STORE MANAGER

REGION #3 - SOUTH

SCOPE AVG WKLY STORE SALES (\$THOU)	BONUS COMPANIES			NONBONUS COMPANIES SALARY	WORK SCHEDULE/PAY PRACTICES				
	SALARY	BONUS	TOTAL COMP		# DYS.	# NTS.	# HRS.	# SUN.	HOL. PAY
\$49.9	\$ 25.0	\$ 0.0	\$ 25.0		5.0	2.0	45.0		A B
AND BELOW	23.4	0.0	23.4		5.0	3.5	50.0	26.0	B B
	22.6	4.0	26.6		5.0	2.5	50.0		C C
	22.0	0.0	22.0		5.0	2.0	45.0	12.0	A A
	22.0	0.0	22.0		5.0	2.0	45.0	12.0	A A
	20.8	0.0	20.8		5.0	3.5	50.0	26.0	B B
	20.8	0.0	20.8		5.0	2.0	45.0		C C
	18.0	3.0	21.0		5.0	1.0	45.0		C E
	18.0	1.0	19.0		5.0		45.0		D D
	17.7	0.0	17.7		5.0	3.5	50.0	26.0	B B
	17.7	0.0	17.7		5.0	3.5	50.0	26.0	B B
	17.7	0.0	17.7		5.0	3.5	50.0	26.0	B B
	17.0	4.0	21.0						
	WT'D								
\$ 28.2	AVG: \$ 20.2	\$ 0.9	\$ 21.1						

	POSITION								
\$ 80.7	AVG: \$ 24.0	\$ 2.9	\$ 26.9	\$ 23.3					

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SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #3 - SOUTH

SCOPE AVG WKLY MEAT SALES (\$THOU)	BONUS COMPANIES			NONBONUS COMPANIES SALARY	WORK SCHEDULE/PAY PRACTICES				SUN. HOL.	
	SALARY	BONUS	TOTAL COMP		# DYS.	# NTS.	# HRS.	# SUN.	PAY	PAY
\$20.0 AND ABOVE	\$ 28.1	\$ 2.4	\$ 30.5		5.5		50.0		A	A
	28.1	2.8	30.9		5.5		50.0	12.0	A	A
	27.7	1.0	28.7		5.0	2.5	45.0		C	A
				\$ 25.6	5.0	2.0	47.0			
				24.1	5.0	2.0	49.0			
	24.0	1.0	25.0		5.0		42.0		F	F
	24.0	1.0	25.0		5.0		42.0		F	F
	24.0	1.0	25.0		5.0		42.0		F	F
	24.0	1.5	25.5		5.0		42.0		F	F
	24.0	1.5	25.5		5.0		42.0		F	F
	23.9	0.0	23.9						B	B
				23.0	5.0		45.0		E	F
				21.8	5.0		40.0		F	F
	21.8	1.5	23.3		5.5		50.0	5.0	E	E
	21.1	1.0	22.1		5.0	2.5	45.0		C	A
	20.8	4.0	24.8		5.0	1.0	45.0	17.0	B	D
	20.0	3.0	23.0		5.0		40.0	2.0	E	E
	20.0	3.0	23.0		6.0		60.0		C	F
				19.7	5.0		40.0		C	C
				18.8	5.0	2.0	50.0			
	18.6	0.8	19.4		5.0	2.5	45.0		C	A
				17.4	5.5		44.0			
				17.0	5.0		40.0			
				15.6	5.0		40.0			
				15.6	5.0		40.0			
	15.0	1.5	16.5		5.5		55.0		C	F
	15.0	2.0	17.0		5.0		40.0		C	E
	15.0	2.0	17.0		5.0		40.0		C	E
WT'D										
\$ 24.5	AVG: \$ 21.9	\$ 1.7	\$ 23.7	\$ 19.9						

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SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #3 - SOUTH

SCOPE AVG WKLY MEAT SALES (\$THOU)	BONUS COMPANIES			NONBONUS COMPANIES SALARY	WORK SCHEDULE/PAY PRACTICES					
	SALARY	BONUS	TOTAL COMP		# DYS.	# NTS.	# HRS.	# SUN.	SUN. HOL.	PAY PRACTICES
\$19.9 TO \$15.0	\$ 27.3	\$ 2.5	\$ 29.8		5.5		50.0	12.0	A	A
				\$ 26.8	5.0		44.0	26.0	E	E
				26.8	5.0		44.0	26.0	E	E
				26.8	5.0		44.0	26.0	E	E
				26.8	5.0		44.0	26.0	E	E
	26.0	2.0	28.0		5.0		40.0	2.0	E	E
	24.0	1.0	25.0		5.0		42.0		F	F
				23.0	5.0		45.0		E	F
				23.0	5.0		45.0		E	F
	22.8	1.0	23.8		5.5		45.0	6.0	A	D
	21.8	0.0	21.8						B	B
	20.8	0.0	20.8						B	A
	20.8	6.3	27.1		4.0	1.0	40.0	6.0	D	D
				19.7	5.0		40.0		C	C
				19.7	5.0		40.0		C	C
	19.0	0.0	19.0		5.0		40.0	2.0	E	E
	19.0	1.0	20.0		5.0		40.0	2.0	E	E
	18.6	0.3	18.9		5.0	2.5	45.0		C	A
	18.2	3.5	21.7		5.0	1.0	45.0	17.0	B	D
	18.1	0.8	18.9		5.0	2.5	45.0		C	A
	18.0	2.0	20.0							
	18.0	0.0	18.0		5.0		40.0	2.0	E	E
	18.0	0.0	18.0		5.0		40.0	2.0	E	E
	17.7	3.2	20.9		5.0	1.0	45.0	17.0	B	D
	17.5	4.0	21.5		4.0	1.0	40.0	6.0	D	D
				17.0	5.0		40.0			
				17.0	5.0		40.0			
WT'D										
\$ 16.6	AVG: \$ 20.3	\$ 1.7	\$ 22.0	\$ 22.7						

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SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #3 - SOUTH

SCOPE AVG WKLY MEAT SALES (\$THOU)	BONUS COMPANIES			NONBONUS COMPANIES SALARY	WORK SCHEDULE/PAY PRACTICES				
	SALARY	BONUS	TOTAL COMP		# DYS.	# NTS.	# HRS.	# SUN.	SUN.HOL. PAY PAY
\$14.9	\$ 27.3	\$ 0.0	\$ 27.3		5.5		50.0		A A
TO				\$ 26.8	5.0		44.0	26.0	E E
\$10.0				26.8	5.0		44.0	26.0	E E
				26.8	5.0		44.0	26.0	E E
				26.8	5.0		44.0	26.0	E E
				26.8	5.0		44.0	26.0	E E
				26.8	5.0		44.0	26.0	E E
	26.0	0.0	26.0		5.5		50.0		A A
	26.0	0.0	26.0		5.5		50.0	12.0	A A
				19.7	5.0		40.0		C C
				19.7	5.0		40.0		C C
				19.0	5.0		40.0		C C
				18.7	6.0		40.0	26.0	B B
	18.2	0.0	18.2		5.0		47.0		D D
				17.8	5.0		40.0		C C
				17.0	5.0		40.0		
	16.5	0.5	17.0		5.0	2.5	45.0		C A
				15.6	5.0		40.0		C C
	15.0	1.0	16.0						
	WT'D:-----			-----					
\$ 11.8	AVG: \$ 21.5	\$ 0.3	\$ 21.8	\$ 22.2					

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SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #3 - SOUTH

SCOPE AVG WKLY MEAT SALES (\$THOU)	BONUS COMPANIES			NONBONUS COMPANIES SALARY	WORK SCHEDULE/PAY PRACTICES				
	SALARY	BONUS	TOTAL COMP		# DYS.	# NTS.	# HRS.	# SUN.	HOL. PAY PAY
\$9.9 AND BELOW				\$ 26.8	5.0		44.0	26.0	E E
				20.8	5.0	2.0	40.0		C C
	\$ 18.2	\$ 0.0	\$ 18.2						B B
				17.0	5.0		40.0		
				17.0	5.0		40.0		
				15.3	6.0		40.0	17.0	B B
	15.0	2.0	17.0		5.0		40.0		C E
	14.6	0.4	15.0		5.0		44.0		D D
				13.0	6.0		40.0	26.0	B B
				11.4	6.0		40.0	26.0	B B
	WT'D								
	AVG: \$ 6.7	\$ 15.9	\$ 0.8	\$ 16.7	\$ 17.3				

POSITION									
\$ 17.0	AVG: \$ 20.9	\$ 1.4	\$ 22.3	\$ 20.9					

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SURVEY POSITION 1 - CHIEF EXECUTIVE OFFICER

REGION #4 - WEST

SCOPE COMPANY SALES (\$MIL)	BONUS COMPANIES			NONBONUS COMPANIES SALARY
	SALARY	BONUS	TOTAL COMP	
-----	-----	-----	-----	-----
\$10.0	\$102.0	\$ 22.0	\$124.0	
AND ABOVE	100.0	50.0	150.0	
	80.0	15.0	95.0	
	75.0	30.0	105.0	
				\$ 70.0
	45.0	8.0	53.0	
	40.0	0.0	40.0	
	35.0	5.0	40.0	
	-----	-----	-----	-----
\$ 34.9	WEIGHTED GROUP AVG: \$ 68.1	\$ 18.6	\$ 86.7	\$ 70.0
-----	-----	-----	-----	-----
\$9.9	\$ 80.6	\$ 0.0	\$ 80.6	
AND BELOW	52.0	0.0	52.0	
	50.0	90.0	140.0	
	43.0	20.0	63.0	
	39.0	5.0	44.0	
	36.4	0.0	36.4	
	33.0	35.0	68.0	
				\$ 20.5
	14.0	0.0	14.0	
	-----	-----	-----	-----
\$ 4.1	WEIGHTED GROUP AVG: \$ 43.5	\$ 18.8	\$ 62.3	\$ 20.5
-----	-----	-----	-----	-----
\$ 18.6	POSITION AVERAGE: \$ 55.0	\$ 18.7	\$ 73.7	\$ 45.3

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SURVEY POSITION 2 - SECOND HIGHEST PAID
EXECUTIVE

REGION #4 - WEST

SCOPE COMPANY SALES (\$MIL)	BONUS COMPANIES			NONBONUS COMPANIES SALARY
	SALARY	BONUS	TOTAL COMP	
-----	-----	-----	-----	-----
\$10.0	\$ 65.0	\$ 8.0	\$ 73.0	
AND ABOVE	45.0	15.0	60.0	
	40.0	7.0	47.0	
				\$ 36.0
	33.8	10.0	43.8	
	30.0	43.0	73.0	
	22.0	4.6	26.6	
	-----	-----	-----	-----
\$ 37.4	WEIGHTED GROUP AVG:	\$ 39.3	\$ 53.9	\$ 36.0
-----	-----	-----	-----	-----
\$9.9	\$ 50.0	\$ 90.0	\$140.0	
AND BELOW	36.4	0.0	36.4	
				\$ 31.2
	25.0	5.0	30.0	
	10.0	0.0	10.0	
	-----	-----	-----	-----
\$ 5.0	WEIGHTED GROUP AVG:	\$ 30.4	\$ 54.1	\$ 31.2
-----	-----	-----	-----	-----
\$ 23.9	POSITION AVERAGE:	\$ 35.7	\$ 18.3	\$ 54.0
				\$ 33.6

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SURVEY POSITION 3 - THIRD HIGHEST PAID
EXECUTIVE
REGION #4 - WEST

SCOPE COMPANY SALES (\$MIL)	BONUS COMPANIES			NONBONUS COMPANIES SALARY
	SALARY	BONUS	TOTAL COMP	
-----	-----	-----	-----	-----
\$85.0	\$ 37.0	\$ 3.5	\$ 40.5	
AND BELOW	35.0	5.0	40.0	
	35.0	10.0	45.0	
	31.2	10.0	41.2	
	27.0	13.0	40.0	-\$ 30.0
	26.0	20.0	46.0	
	22.0	4.6	26.6	
	18.2	0.0	18.2	
	-----	-----	-----	-----
\$ 30.5	WEIGHTED GROUP AVG: \$ 28.9	\$ 8.3	\$ 37.2	\$ 30.0
-----	-----	-----	-----	-----
\$ 30.5	POSITION AVERAGE: \$ 28.9	\$ 8.3	\$ 37.2	\$ 30.0

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SURVEY POSITION 4 - STORE MANAGER

REGION #4 - WEST

SCOPE AVG WKLY STORE SALES (\$THOU)	BONUS COMPANIES			NONBONUS COMPANIES SALARY	WORK SCHEDULE/PAY PRACTICES					
	SALARY	BONUS	TOTAL COMP		# DYS.	# NTS.	# HRS.	# SUN.	SUN. HOL.	PAY PRACTICES
\$150.0 AND ABOVE	\$ 35.0	\$ 4.2	\$ 39.2							
	30.0	7.0	37.0		5.5		55.0			
	28.0	8.0	36.0		6.0		70.0	2.0	B	A
	28.0	8.0	36.0		5.7		55.0	2.0	A	A
	25.0	20.0	45.0				55.0	2.0	A	A
	25.0	5.0	30.0		5.5	2.0	48.0			
	25.0	5.0	30.0		5.7		55.0	2.0	A	A
	25.0	5.0	30.0		5.7		55.0	2.0	A	A
	25.0	5.0	30.0		5.7		55.0	2.0	A	A
	23.0	12.0	35.0		5.7		55.0	2.0	A	A
	21.0	12.0	33.0		5.0		45.0		C	C
	20.4	4.6	25.0		5.0		45.0		C	C
					5.5		51.0	6.0	B	A
\$ 247.6	WT'D									
	AVG: \$ 25.9	\$ 8.0	\$ 33.8							
\$149.9 TO \$100.0	\$ 32.2	\$ 3.7	\$ 35.9							
	26.0	5.0	31.0		5.5		55.0			
	26.0	13.0	39.0		5.5	1.0	50.0	3.0	C	C
	23.0	12.0	35.0		5.5	1.0	50.0	3.0	C	C
	21.0	10.0	31.0		5.0		45.0		C	C
	21.0	11.0	32.0		5.0		45.0		C	C
	20.4	4.6	25.0		5.0		45.0		C	C
	19.0	7.0	26.0		5.5		51.0	6.0	B	A
					5.0		45.0		C	C
\$ 124.0	WT'D									
	AVG: \$ 23.6	\$ 8.3	\$ 31.9							

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SURVEY POSITION 4 - STORE MANAGER

REGION #4 - WEST

SCOPE AVG WKLY STORE SALES (\$THOU)	BONUS COMPANIES			NONBONUS COMPANIES SALARY	WORK SCHEDULE/PAY PRACTICES				
	SALARY	BONUS	TOTAL COMP		# DYS.	# NTS.	# HRS.	# SUN.	SUN.HOL. PAY PAY
\$99.9	\$ 28.0	\$ 5.0	\$ 33.0		6.0		65.0	2.0	B A
TO	26.0	2.6	28.6		6.0		40.0	8.0	B B
\$70.0	26.0	1.0	27.0		5.5	1.0	50.0	3.0	C C
	26.0	8.0	34.0		5.5	1.0	50.0	3.0	C C
	24.7	2.4	27.1		5.5	1.0	60.0	24.0	B C
	24.7	6.0	30.7		5.5		54.0		E D
	23.4	5.2	28.6		5.0		44.0		C C
	22.9	2.6	25.5		5.5	1.0	60.0	24.0	B C
	WT'D								
\$ 85.6	AVG: \$ 25.2	\$ 4.1	\$ 29.3						
\$69.9	\$ 32.8	\$ 0.0	\$ 32.8		6.0		48.0		A
TO	28.0	5.0	33.0		6.0	1.0	65.0	2.0	B A
\$50.0	24.7	2.4	27.1		5.5	1.0	60.0	24.0	B C
	23.4	5.2	28.6		5.0		44.0		C C
	22.9	2.6	25.5		5.5	1.0	60.0	24.0	B C
				\$ 21.0	6.0		60.0		A
				21.0	6.0		60.0		A
				21.0	6.0		60.0		A
	19.4	1.0	20.4		4.5		36.0	48.0	E E
	19.0	8.0	27.0		5.5	3.0	48.0		
	WT'D								
\$ 55.5	AVG: \$ 24.3	\$ 3.5	\$ 27.8	\$ 21.0					

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SURVEY POSITION 4 - STORE MANAGER

REGION #4 - WEST

SCOPE AVG WKLY STORE SALES (\$THOU)	BONUS COMPANIES			NONBONUS COMPANIES SALARY	WORK SCHEDULE/PAY PRACTICES				SUN.HOL.	
	SALARY	BONUS	TOTAL COMP		# DYS.	# NTS.	# HRS.	# SUN.	PAY	PAY
\$49.9	\$ 22.9	\$ 2.6	\$ 25.5		5.5	1.0	60.0	24.0	B	C
AND BELOW	21.8	0.0	21.8		6.0		48.0			A
				\$ 21.0	6.0		60.0			A
				21.0	6.0		60.0			A
	19.5	1.2	20.7		5.5	1.0	60.0	24.0	B	C
	18.2	3.9	22.1		5.0		44.0		C	C
	15.0	0.5	15.5		5.0		45.0		C	C
	15.0	1.2	16.2		5.0		45.0		A	A
	14.0	0.0	14.0		4.5	2.0	40.0	20.0	D	E
	WT'D									
\$ 26.7	AVG: \$ 18.1	\$ 1.3	\$ 19.4	\$ 21.0						
	POSITION									
\$ 115.8	AVG: \$ 23.7	\$ 5.5	\$ 29.2	\$ 21.0						

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SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #4 - WEST

SCOPE AVG WKLY MEAT SALES (\$THOU)	BONUS COMPANIES			NONBONUS COMPANIES SALARY	WORK SCHEDULE/PAY PRACTICES				
	SALARY	BONUS	TOTAL COMP		# DYS.	# NTS.	# HRS.	# SUN.	HOL. PAY PAY
\$25.0 AND ABOVE	\$ 25.0	\$ 3.0	\$ 28.0		5.0		40.0		F E
	23.4	4.5	27.9		5.5		48.0	2.0	C C
	22.0	6.0	28.0		5.5		48.0		
	19.0	3.0	22.0		5.0		40.0		C C
	19.0	3.0	22.0		5.0		40.0		C C
	19.0	4.0	23.0		5.0		40.0		C C
	19.0	3.0	22.0		5.0		40.0		C C
WT'D									
\$ 32.4	AVG: \$ 20.9	\$ 3.8	\$ 24.7						
\$24.9 TO \$15.0	\$ 25.0	\$ 3.0	\$ 28.0		5.0		40.0		F E
	23.4	2.0	25.4	\$ 24.4	6.0		48.0		E D
	23.4	1.0	24.4		5.5		48.0	2.0	C C
	23.4	9.0	32.4		5.5		48.0	2.0	C C
	22.1	1.2	23.3		5.5		50.0		
	20.8	2.6	23.4		5.0		44.0		C C
				20.0	6.0		48.0		A
				20.0	6.0		48.0		A
	19.0	3.0	22.0		5.0		40.0		C C
	19.0	4.0	23.0		5.0		40.0		C C
WT'D									
\$ 18.4	AVG: \$ 22.0	\$ 3.2	\$ 25.2	\$ 21.5					

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SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #4 - WEST

SCOPE AVG WKLY MEAT SALES (\$THOU)	BONUS COMPANIES			NONBONUS COMPANIES SALARY	WORK SCHEDULE/PAY PRACTICES			
	SALARY	BONUS	TOTAL COMP		# DYS.	# NTS.	# HRS.	# SUN. HOL. PAY
\$14.9	\$ 28.6	\$ 2.0	\$ 30.6		6.0		48.0	B
TO	22.1	1.2	23.3		5.5		50.0	
\$10.0	22.1	1.2	23.3		5.5		50.0	
	20.5	2.9	23.4		5.0		44.0	C C
				\$ 18.0	6.0		48.0	A
				18.0	6.0		48.0	A
	16.0	4.0	20.0		5.5		48.0	
WT'D								
\$ 11.7	AVG: \$ 21.9	\$ 2.2	\$ 24.1	\$ 18.0				
\$9.9	\$ 28.9	\$ 1.0	\$ 29.9		5.5		44.0	
AND BELOW	25.0	3.0	28.0		5.0		40.0	F E
	22.1	1.2	23.3		5.5		50.0	
	22.1	1.2	23.3		5.5		50.0	
				\$ 18.0	6.0		48.0	A
	16.5	0.0	16.5		5.0		40.0	
	15.6	1.0	16.6		5.0		44.0	C C
	15.1	0.0	15.1		5.0		40.0	
				8.9	5.0		45.0	C C
WT'D								
\$ 5.6	AVG: \$ 20.8	\$ 1.0	\$ 21.8	\$ 13.5				
NO SCOPE	\$ 22.0	\$ 1.5	\$ 23.5		5.0		40.0	F F
REPORTED	22.0	2.6	24.6		5.0		40.0	F F
WT'D								
AVG: \$ 22.0	\$ 2.1	\$ 24.0						
POSITION								
\$ 16.5	AVG: \$ 21.4	\$ 2.6	\$ 24.0	\$ 18.2				

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SURVEY POSITION 1 - CHIEF EXECUTIVE OFFICER

REGION #5 - CALIFORNIA

SCOPE COMPANY SALES (\$MIL)	BONUS COMPANIES			NONBONUS COMPANIES SALARY
	SALARY	BONUS	TOTAL COMP	
-----	-----	-----	-----	-----
\$45.0	\$ 90.0	\$ 0.0	\$ 90.0	
AND BELOW	71.5	0.0	71.5	\$ 60.0
	50.0	10.0	60.0	
	30.0	18.0	48.0	
	25.0	10.0	35.0	
	22.0	2.2	24.2	
	-----	-----	-----	-----
\$ 11.5 WEIGHTED GROUP AVG:	\$ 48.1	\$ 6.7	\$ 54.8	\$ 60.0
-----	-----	-----	-----	-----
\$ 11.5 POSITION AVERAGE:	\$ 48.1	\$ 6.7	\$ 54.8	\$ 60.0

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SURVEY POSITION 2 - SECOND HIGHEST PAID
EXECUTIVE
REGION #5 - CALIFORNIA

SCOPE COMPANY SALES (\$MIL)	BONUS COMPANIES			NONBONUS COMPANIES SALARY
	SALARY	BONUS	TOTAL COMP	
-----	-----	-----	-----	-----
\$45.0	\$ 71.5	\$ 0.0	\$ 71.5	
AND BELOW	70.0	0.0	70.0	
	35.0	6.0	41.0	
	20.0	2.0	22.0	
	-----	-----	-----	
\$ 17.4	WEIGHTED GROUP AVG: \$ 49.1	\$ 2.0	\$ 51.1	
-----	-----	-----	-----	
\$ 17.4	POSITION AVERAGE: \$ 49.1	\$ 2.0	\$ 51.1	

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SURVEY POSITION 3 - THIRD HIGHEST PAID
EXECUTIVE
REGION #5 - CALIFORNIA

SCOPE COMPANY SALES (\$MIL)	BONUS COMPANIES			NONBONUS COMPANIES SALARY
	SALARY	BONUS	TOTAL COMP	
-----	-----	-----	-----	-----
\$45.0	\$ 52.0	\$ 0.0	\$ 52.0	
AND BELOW	39.0	6.0	45.0	
	27.5	2.0	29.5	
	-----	-----	-----	
\$ 22.2	WEIGHTED GROUP AVG: \$ 39.5	\$ 2.7	\$ 42.2	
-----	-----	-----	-----	
\$ 22.2	POSITION AVERAGE: \$ 39.5	\$ 2.7	\$ 42.2	

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SURVEY POSITION 4 - STORE MANAGER

REGION #5 - CALIFORNIA

SCOPE AVG WKLY STORE SALES (\$THOU)	BONUS COMPANIES		TOTAL COMP	NONBONUS COMPANIES		WORK SCHEDULE			PAY PRACTICES	
	SALARY	BONUS		SALARY		# DYS.	# NTS.	# HRS.	# SUN.	HOL. PAY
\$150.0 AND BELOW	\$ 34.0	\$ 0.0	\$ 34.0			5.0		48.0		C
	34.0	0.0	34.0			5.0		48.0		C
	34.0	0.0	34.0			5.0		48.0		C
	34.0	0.0	34.0			5.0		48.0		C
	34.0	0.0	34.0			5.0		48.0		C
	34.0	0.0	34.0			5.0		48.0		C
	34.0	0.0	34.0			5.0		48.0		C
	34.0	0.0	34.0			5.0		48.0		C
	34.0	0.0	34.0			5.0		48.0		C
	32.5	3.0	35.5			6.0		48.0		
	32.5	0.0	32.5			6.0		48.0		
	32.5	0.0	32.5			6.0		48.0		
	32.5	0.0	32.5			6.0		48.0		
	32.5	30.0	62.5			6.0		48.0		
	31.2	18.0	49.2			5.5		46.0		
	30.0	1.0	31.0			6.0		54.0		100
WT'D -----										
\$ 82.7	AVG: \$ 33.0	\$ 3.5	\$ 36.5							

POSITION										
\$ 82.7	AVG: \$ 33.0	\$ 3.5	\$ 36.5							

FOOD MARKETING INSTITUTE
1980-1981 MANAGEMENT COMPENSATION SURVEY
SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #5 - CALIFORNIA

SCOPE		BONUS COMPANIES		NONBONUS	WORK SCHEDULE/PAY PRACTICES				
AVG WKLY MEAT SALES				COMPANIES	#	#	#	#	SUN.HOL.
(\$THOU)		SALARY	BONUS	TOTAL COMP	SALARY	DYS.	NTS.	HRS.	SUN. PAY PAY

\$15.0					\$ 32.3	6.0		48.0	F
AND ABOVE		\$ 31.2	\$ 6.2	\$ 37.4				48.0	
					25.0	5.0		42.0	C
					25.0	5.0		42.0	C
					25.0	5.0		42.0	C
					25.0	5.0		42.0	C
					25.0	5.0		42.0	C
					25.0	5.0		42.0	C
					25.0	5.0		42.0	C
	WT'D	-----	-----	-----	-----				
\$ 24.9	AVG:	\$ 31.2	\$ 6.2	\$ 37.4	\$ 26.0				

\$14.9					\$ 32.3	6.0		48.0	F
AND BELOW		\$ 28.0	\$ 0.5	\$ 28.5		5.0		40.0	50.0 E F
					25.7	6.0		41.0	F
					25.0	5.0		42.0	C
					25.0	5.0		42.0	C
					24.8	6.0		40.0	F
					24.8	6.0		40.0	F
					22.3	5.0		40.0	F
	WT'D	-----	-----	-----	-----				
\$ 10.9	AVG:	\$ 28.0	\$ 0.5	\$ 28.5	\$ 25.7				

POSITION									
\$ 17.9	AVG:	\$ 29.6	\$ 3.4	\$ 33.0	\$ 25.9				



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